TABLED DOCUMENT NO. 2-3 - 1 (5) TABLED ON MAR 1 2 2002

Government of the Northwest Territories

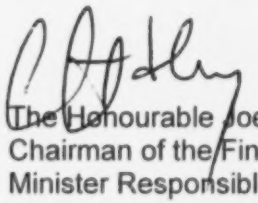
2000 Public Service Annual Report

Northwest Territories Financial Management Board Secretariat

THE HONOURABLE ANTHONY (TONY) WHITFORD
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the calendar year 2000 on the management and direction of the Public Service of the Northwest Territories, in accordance with the *Public Service Act*.

Respectfully Submitted,



The Honourable Joe Handley
Chairman of the Financial Management Board Secretariat
Minister Responsible for the *Public Service* Act

MESSAGE FROM THE CHAIRMAN

103-04155/

The Honourable Joe Handley

I am pleased to present the Public Service Annual Report for the year 2000, in accordance with the *Public Service Act*. This report provides information on the management and direction of the NWT public service. The report confirms once again that the GNWT employs a public service that is highly professional and dedicated to delivering effective programs. To achieve this, the GNWT strives to create a work environment that fosters respectful working relationships, is supportive of employees and their families, and empowers and develops employees.

Recognizing that the most important resource in delivering programs to the residents of the NWT is public service employees, the GNWT has put into place a Staff Retention Policy. This Policy results in greater emphasis being placed on Departments working together to ensure employees that are affected by organizational change are retained by the GNWT. The Policy provides for priority consideration on vacancies and retraining where applicable.

A considerable focus over the last several years has been on putting into place systems and programs that will support the development of a northern public service. This has ranged from establishing a northern compensation package through collective bargaining, that is relevant for a northern workforce, to ensuring that staffing practices support the Affirmative Action Policy. A public service composed of northerners will have many benefits including more effective program design and implementation through a greater understanding of northern issues. It will also result in reduced turnover and lower staffing and training costs.

The GNWT continues to be an exciting and vibrant place for northerners to work. As can be seen by the information in this Annual Report the GNWT also remains highly competitive in the salary and benefits it provides to its employees. The GNWT continues to be supportive of its employees and has selected a new provider for the Employee and Family Assistance Program. As well significant time and effort has been spent working with the Unions to improve the Workplace Conflict Resolution Policy. Additional training and information sessions will be provided to employees and managers on this policy in the future.

I look forward to providing future Annual Reports so that continued improvements can be outlined.

Note: The sources for all statistics in this report are the Human Resource Management System (HRMS) and the GNWT Financial Information System (FIS), unless otherwise indicated. Information from those Health and Social Services Boards not yet on these systems has been collected manually. Employee information does not include casual workers unless indicated.

The Worker's Compensation Board and the Northwest Territories' Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this annual report.

If you have any comments about this report, please contact the Director, Labour Relations and Compensation, Financial Management Board Secretariat, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT, X1A 2L9, (867) 920-8900.

Table of Contents

MESSAGE FROM THE CHAIRMAN 1
GOVERNMENT INITIATIVES 4
HUMAN RESOURCES ROLES AND STRUCTURES 6
PUBLIC SERVICE TRAINING AND DEVELOPMENT 8
DEPARTMENT OF THE EXECUTIVE, CORPORATE HUMAN RESOURCES 10
Affirmative Action 10
Human Resource Development 11
LABOUR RELATIONS AND COMPENSATION 13
Employee Relations 13
Collective Bargaining 15
Job Evaluation 17
Human Resource Management System 18
Payroll 19
Equal Pay 20
EMPLOYEE COMPENSATION 21
HUMAN RESOURCE COSTS OF PROGRAM DELIVERY 24
WORKFORCE INFORMATION 25

GOVERNMENT INITIATIVES

Human Resource Management Study

The GNWT has undergone a number of changes in recent years, including a major restructuring of the public service, both before and after the creation of Nunavut. One of these changes involved decentralising many human resource functions to provide departments with the ability to tailor human resource activities to their needs. This allows departments to better use human resources to support program delivery.

As much of this delegation occurred in the late 1990's it was felt that a review of the human resource functions was needed to evaluate their effectiveness. Grant Thornton LLP was selected to conduct this review as they are a consulting firm with considerable experience in examining organizational structures and the effectiveness of program delivery. The review included an examination of the processes in place to support the human resource functions, the resources dedicated to human resources and an outline of where improvements can be made. Grant Thornton interviewed managers, Members of the Legislative Assembly, Ministers, the President of the Union of Northern Workers and human resources practitioners in order to obtain information on human resources in the GNWT. The report is to be finalized in 2001.

Pension Reform

The GNWT participates in the Federal Government Public Service Superannuation Plan (PSSP). In 1999 significant changes to the PSSP were announced and in April 2000, the GNWT's contribution rates increased dramatically. This placed a significant, unanticipated financial burden on the GNWT of approximately $13 million dollars per year.

Recognising this was unfair to the GNWT, the Federal Government agreed to fund the increased costs until April 2004. This gives the GNWT an opportunity to explore alternative pension arrangements.

As a member of the PSSP, the GNWT also participates in the Federal Public Service Health Care, disability and life insurance plans. If the GNWT withdraws from the PSSP, it will also be required to look at alternatives for these employee insurances. As the GNWT looks at alternative pension, health care and insurance arrangements, it will be guided by the following principles:

- Contribution rates for employees should be reasonable and no more than the rates under the PSSP;
- There should be no overall reduction in the defined benefits a new plan would provide employees;
- Employees must fully retain accumulated pensionable service in the transition;

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

- The pension plan must be registered under the *Income Tax Act* and meet the requirements of pension standards legislation;

- The pension plan must implement a method for employees and pensioners (members) to participate in the management of the fund.

In 2000, the GNWT devoted significant effort to reviewing employee pension records and training staff for this task. It is critical the GNWT has updated information in place to determine the value of employee and employer pension contributions should it decide to withdraw from the PSSP.

The GNWT will embark on full and open consultation with its employees and the unions during the review of pension and insurances. It is important that pension and insurance changes be made jointly.

Workplace Conflict Resolution

The GNWT is committed to providing a workplace where all individuals are treated with fairness, dignity and respect. Through a consultative process with the unions, the GNWT's Workplace Conflict Resolution Policy was revised in 2000. Initially implemented in 1998, the policy codifies the GNWT's commitment to a workplace that is free from harassment and discrimination. It provides employees with a mechanism for the resolution of conflicts in the workplace.

During the revision process, the policy was reviewed by a working committee consisting of representatives from the GNWT, the Union of Northern Workers and the Northwest Territories Teachers' Association. The committee determined that while the philosophy, commitment and processes set out in the policy were sound, there was a need for greater clarity in certain areas of the policy.

Staff Retention Policy

The GNWT recognizes that its employees are a valuable resource. It is through employees that the many programs of this government are effectively delivered to the people of the NWT. The Staff Retention Policy recognizes this by providing a framework in which organizational change can be managed while, at the same time, reducing the impact of these changes to employees.

The policy demonstrates the value the GNWT places on its employees and the work they do by committing to the retention, retraining and development of staff whenever possible by providing job security and career development whenever government goes through organizational change.

HUMAN RESOURCES ROLES AND STRUCTURES

The GNWT is composed of twelve departments:

1. Executive
2. Financial Management Board Secretariat
3. Aboriginal Affairs
4. Education, Culture and Employment
5. Finance
6. Health and Social Services
7. Justice
8. Legislative Assembly
9. Municipal and Community Affairs
10. Public Works and Services
11. Resources, Wildlife & Economic Development
12. Transportation

The Public Service is also made up of many boards and agencies. As well as the NWT Housing Corporation, the NWT Power Corporation and the Worker's Compensation Board, there are a number of Health and Social Services Boards as well as Education Boards and councils.

The Health and Social Services Boards within the Public Service are:

1. Deh Cho Health and Social Services Board
2. Dogrib Community Services Board
3. Fort Smith Health and Social Services Board
4. Inuvik Regional Health & Social Services Board
5. Stanton Regional Health Board
6. Yellowknife Health and Social Services Board

The Education Boards/Councils are:

1. Aurora College
2. Beaufort-Delta Divisional Education Council
3. Deh Cho Divisional Education Council
4. Dogrib Divisional Educational Council
5. Sahtu Divisional Education Council
6. South Slave Divisional Education Council

Responsibility for human resource policy in the GNWT is allocated among the program departments, boards, agencies and the two central agencies: the Financial Management Board Secretariat (FMBS) and the Department of the Executive. The departments, boards and agencies are responsible for the direct delivery of human resource functions to managers and employees. This enables the departments to ensure human resource services are tailored to their needs.

Departmental, Board and Agency Human Resource Divisions

Departments are responsible for implementing human resource policies and processes and managing human resource functions within each department in accordance with general guidelines, policies, directives, and legislation. The FMBS and the Corporate Human Resource Services division of the department of the Executive develop human resource policies and continue to provide government wide training and overall advice to

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

departments to assist them in the areas that have been decentralized.

Departments perform the following human resource tasks:

- Benefits administration;
- Human resource planning;
- Job evaluation administration (departmental evaluation committees and departmental representation on public service wide committees);
- Labour relations (grievances, discipline and dismissal);
- Payroll data entry;
- Staffing; and
- Training and development.

Department of the Executive

The Corporate Human Resource Services Division of the Executive has a specific responsibility to develop government wide human resource policies and provide support for human resource practitioners and management staff in the areas of:

- Affirmative Action Policy;
- Human Resource Planning Policy and Framework;
- Performance Management Policy;
- Recruitment Policy, Training & Consultation; and
- Staff Development Policy.

Financial Management Board Secretariat

The Labour Relations and Compensation Division of the FMBS, in consultation with departments, and under the direction of the Financial Management Board, is responsible for developing government wide policies on labour relations and compensation and for collective bargaining with both the NWT Teachers' Association and the Union of Northern Workers. Decentralised offices receive labour relations support from FMBS regional offices. The support provided by Labour Relations and Compensation and FMBS regional offices to department managers and human resources practitioners in boards, agencies and regions includes:

- Employee relations (staffing appeals, collective agreement interpretations);
- Collective bargaining;
- Job evaluation policies and systems;
- Human resource information systems;
- Payroll;
- Equal pay; and
- Compensation, pension and insurances.

PUBLIC SERVICE TRAINING AND DEVELOPMENT

To ensure the Public Service is prepared to meet the challenges ahead, the GNWT ensures that its employees have access to a wide variety of training programs.

Departmental human resource staff co-ordinate training that is relevant to the work their employees perform. They also provide employees with career development advice, guidance and support and encourage employees to participate in external training that departments fund.

As well as providing training for its employees, the government offers development programs to train future employees in hard-to-staff positions. The department of Education, Culture and Employment and Aurora College provide diploma programs that provide students with, among other areas of study, the training to become nurses, teachers and principals. These graduates are often hired to work for the GNWT.

The GNWT, through the Department of Education, Culture and Employment and Aurora College, offers several programs.

Public Service Career Training Program (PSCTP)

The Public Service Career Training Program (PSCTP) is an ongoing GNWT training initiative that provides training support and salary subsidies to departments, boards, and agencies to train affirmative action candidates for GNWT officer and management positions. Five trainees received a combination of on-the-job training, self-directed learning activities, and short courses.

Northwest Territories Educational Leadership Program

All school principals in the NWT must either have a NWT Educational Leadership Certificate or obtain it within two years of becoming a principal. In phase one of the program, teachers learn about school culture, management, instructional leadership, advocacy and organizational management. Phase two delves into building community networks, governance, and community educational planning. This program is jointly run with the Government of Nunavut. Since its inception, 221 participants completed the program. In July 2000, there were 47 participants in the program including 17 from the Northwest Territories and 30 participants from Nunavut.

Nursing Program – Aurora College

This program focuses on developing northern nurses. Promoting careers in nursing is a primary strategy for both the Department of Health and Social Services and the Department of Education, Culture and Employment.

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

In 2000, Aurora College had 8 more nurse graduates, bringing the total number of graduates to 46 over four years. Graduates continue to be successful in passing the Canadian Nursing Association Testing Services (CNATS) exams.

Work began on the development and delivery of a nursing degree program through negotiations with Universities in 1999, as well as negotiations for delivery of the Nurse Practitioner Program.

Teacher Education Program (TEP)

It is the goal of the NWT Teacher Education Program to produce northern professional educators who are representative of the population of the Northwest Territories. Once students complete the diploma program in the NWT, they can advance into the education degree program at the University of Saskatchewan. Between 1968 and 2000, 225 teachers have graduated from TEP including four in 2000 (this does not include graduates from Nunavut prior to division of the Northwest Territories). 82 of the TEP graduates have gone on to complete a Bachelor's degree in education and 5 have completed a Master's degree in education.

In 1999-2000, the Aurora College TEP was delivered in Fort Smith, Yellowknife and Tulita. A total of 34 students were enrolled in the TEP during this time.

DEPARTMENT OF THE EXECUTIVE, CORPORATE HUMAN RESOURCES

In keeping with "Towards a Better Tomorrow" - the document that states the vision and priorities of the 14th Legislative Assembly - the GNWT is committed to anticipating and maximising economic and career development and career opportunities for northern people. There has been a growing emphasis on recruiting, retaining and developing employees over the past few years. GNWT departments, boards and agencies have been working with Corporate Human Resources to develop government wide policies and improve and enhance services in this area.

Affirmative Action

The Affirmative Action Policy was implemented by the GNWT in 1989. It includes measures to increase the representation of the following groups in the Public Service:

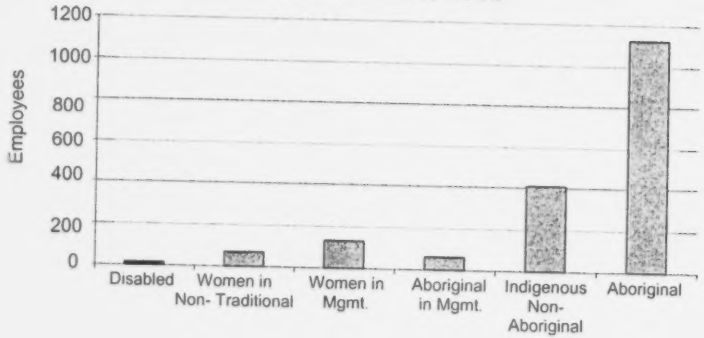
- Indigenous aboriginal persons;
- Indigenous non-aboriginal persons;
- Resident disabled persons; and
- Resident women in management and non-traditional occupations.

At the end of the year, there were 1121 aboriginal employees representing 32% of the public service.

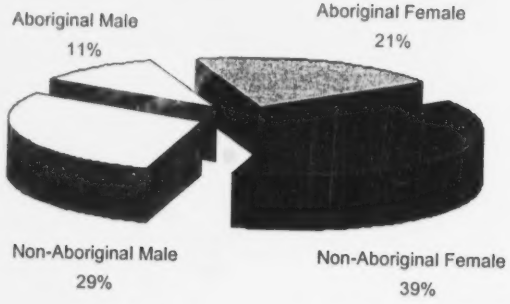
Women represented 33% of managers with 125 females in management positions.

There were 61 aboriginal managers, which represented 16% of management employees.

Employees by Affirmative Action Group, at December 31, 2000



Employees by Gender and Aboriginal Status, 2000



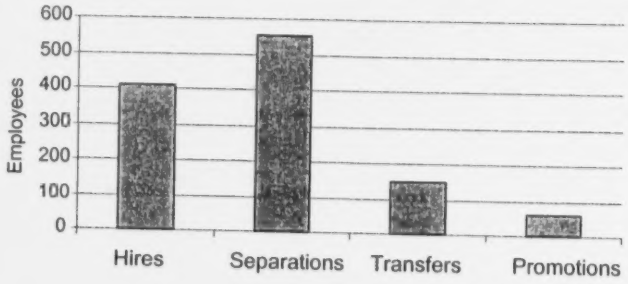
Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Human Resource Development

Recruitment

In the fall of 2000, a new component of the HRMS was implemented to allow tracking of staffing competitions. Staffing is a delegated function and is carried out by departments, boards and agencies with central support from Corporate Human Resource Services. Recruitment is a necessary process due to staff turnover (see turnover statistics on pages 33 and 48).

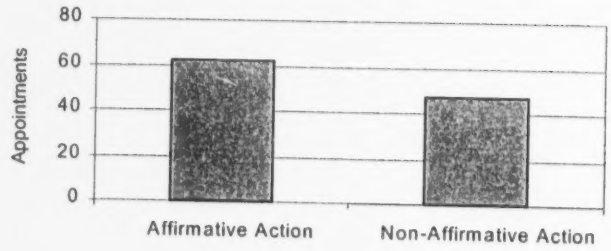
Employment Activity, 2000



Direct Appointments

Direct appointments are an important mechanism for supporting the development and hiring of employees. They allow the GNWT to appoint and promote candidates to support the hiring and career development of individuals designated as having hiring priority within the scope of the Affirmative Action Policy. Direct appointments may also be used in situations where the regular recruitment process has been unsuccessful with hard-to-recruit positions. In 2000, the health clinics in Yellowknife and Fort Smith became part of the Public Service when they joined the Yellowknife and Fort Smith Regional Health Boards respectively. 19 employees of the Fort Smith health clinics and 20 employees of the Yellowknife health clinics received direct appointments when the health boards joined the Public Service.

Direct Appointments, 2000



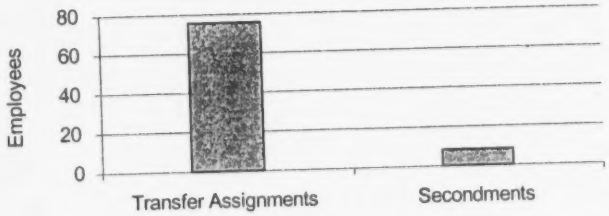
Secondments and Transfer Assignments

Transfer assignments and secondment opportunities have several functions. First, they address the career development of employees for future human resource needs. Second, they provide a process for the Government or an outside agency to meet their short-term human resource needs when those needs cannot be effectively met through the staffing process.

Transfer assignments involve employees temporarily transferring to another position within

the GNWT as either a developmental opportunity or to share knowledge between GNWT work units.

Secondments and Transfer Assignments, 2000



A secondment involves the temporary assignment of:

- a Government employee to a position in an outside organization; or
- an individual with a position in an outside organization to a position with the Government.

Employee and Family Assistance Program

The Employee and Family Assistance Program supports and promotes a healthy and productive Public Service. It assists Public Service employees and their families to deal with issues such as:

- Personal and family concerns;
- Stress;
- Grieving;
- Substance abuse;
- Financial and legal concerns;
- Depression; and
- Work and career related issues.

This confidential program offers advice, assessment, referral and short term counselling for employees and their dependants at no cost to the employee. This program is accessible by all GNWT employees in all regions and communities through a toll free number. A new service provider offered this service as of April 1, 2000. As part of this change to a new service provider, a communications campaign was undertaken to inform employees of the services available to them. In the last nine months of the year, over 900 counselling sessions were provided.

Employee Support Services

The GNWT has many programs in place to support and retain its workforce and to promote the health of its employees. These include generous adoption and maternity leave benefits, disability insurance which provides employees with income during periods of illness or disability, and flexible work arrangements which allow employees to better balance work and family life.

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

LABOUR RELATIONS AND COMPENSATION

Employee Relations

Code of Conduct

The GNWT Public Service shares the distinction of being part of a Canadian public sector known internationally for its quality and integrity. To build upon the high quality of our Public Service, the GNWT conducted a best practices review of the code of conduct and the related conflict of interest provisions of other Canadian jurisdictions. A draft Code of Conduct was prepared based on this review.

To ensure a full and complete understanding, the proposed Code of Conduct was sent to every employee for review and comment. The feedback received as a result of this consultation process will be analyzed and where possible integrated into a revised Code.

Recognition and documentation of these best practices as well as employee feedback will ensure continued public confidence in the impartiality and integrity of the public service. It will also serve to inform new employees of the standards expected in the course of their duties and it will provide a constant reference for GNWT public servants during their career. It is anticipated that a revised Code will be developed and ready for implementation in early 2001.

Staffing Appeals

The staffing appeal process allows a GNWT employee or an affirmative action candidate who has applied on a position in the UNW bargaining unit to request a review of the competition if they believe that the competition process was flawed. The staffing appeal hearings provide objective reviews of the staffing process, including the application of the Affirmative Action Policy. Representatives from the GNWT and the UNW and an independent chairperson form the three-member staffing appeals committee.

Staffing Appeals, 2000

	2000		
Who Appealed	**Upheld**	**Denied**	**Total**
Affirmative Action Non-Employees	6	12	**18**
Affirmative Action Employees	1	12	**13**
Non-Affirmative Action Employees	1	4	**5**
Total	**8**	**28**	**36**
% of Total Appeals	**22%**	**78%**	**100%**

The preceding table shows that the majority of appeals were denied. This reflects how well departmental staffing sections adhered to recruitment policies and procedures. Of the

approximately 400 competitions run during the year, only 36 applicants appealed the staffing decision. Furthermore, of the appeals filed, only 8 were upheld.

Grievances and Arbitrations

The grievance and arbitration processes are important tools for the resolution of disputes between employees or the unions and the GNWT.

The majority of grievances are resolved through discussion between managers, the unions, employees and human resource practitioners. Sometimes, however, grievances are referred to arbitration where an independent third party or arbitrator provides a final binding decision.

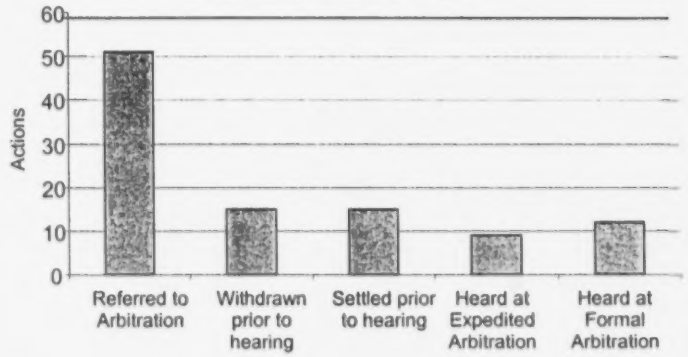
In 2000, approximately 50 grievances were referred to arbitration. The majority of grievances referred to arbitration were resolved prior to being heard by an arbitrator.

There are two types of arbitration: expedited and formal. Expedited arbitration is a process under which grievances can be heard and decided upon relatively quickly. In these situations limited evidence and no witnesses are required. They usually involve the interpretation of a clause in the collective agreement.

Formal arbitrations are similar to a court hearing; they require witnesses and evidence.

During 2000, 58% of grievances referred to arbitration were resolved prior to arbitration (29% of grievances were withdrawn and a further 29% were settled prior to a hearing). Of the grievances that went to arbitration, 43% were heard at Expedited Arbitration while another 57% were heard at Formal Arbitration. Arbitration Activity is shown on the following table:

Arbitration Activity, 2000



Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Collective Bargaining

Union of Northern Workers' (UNW)

The collective agreement between the GNWT and the UNW expired on March 31, 2000. At the end of the second round of negotiations, on October 27, 2000, a tentative agreement was reached and subsequently ratified by the members of the bargaining unit on December 23, 2000.

Major changes to the agreement included:

- Increases to the pay lines and the bases for the components that make up the Northern Allowance of 3.8% effective April 1, 2000 and 2.5% effective April 1, 2001;
- New parental leave provisions available to both mothers and fathers replaced the adoption leave provisions. This leave allows for up to 26 weeks of leave, during which the employee may receive a 12-week top-up of employment insurance benefits to 93% of their salary.
- The dental plan was changed to the plan being provided to managers, excluded employees and teachers resulting in improved dental benefits.
- A commitment by the GNWT to take preventative measures against workplace violence.

Temporary Market Supplement for Nurses

A nursing labour market shortage and the ability to recruit and retain nurses continue to be a major issue across Canada. Statistics on Canada's nursing workforce, released in July, 2000 by the Canadian Institute for Health Information (CIHI), showed a continued drop in the number of registered nurses per capita and a continued trend in the aging of the nursing workforce.

In 1999, the GNWT and the UNW negotiated a Memorandum of Understanding, effective until September 7, 2001 for a Temporary Market Supplement for Nurses (TMSN) to assist in the recruitment and retention of practicing registered nurses in the NWT. It provides $3,000 to a newly hired indeterminate nurse and a retention component provides amounts ranging between $3,000 and $5,000, depending on years of service.

The Department of Health and Social Services established an aggressive nurse recruitment program in 1999. Through their efforts and a competitive compensation package the Public Service was able to recruit 65 full time equivalent (FTE) nurses in spite of a national market shortage.

Northwest Territories Teacher's Association

Through mediation in November 1999, a tentative collective agreement was achieved with the NWT Teachers' Association (NWTTA) with the assistance of a mediator. The members of the (NWTTA) rejected this agreement and the first ever legal job action of Public Service Employees in the Northwest Territories commenced in January 2000 in the form of working to rule and rotating strikes.

In accordance with an arbitrator's award respecting essential services in the event of job action, Principals reported to work for the first two hours of each instance of job action to ensure student safety.

Negotiations resumed in mid January 2000 with an agreement ratified in February by the NWTTA members.

Changes to the agreement included:

- Salary increases of 3.75% retroactive to the start of the 1999/2000 school year and 2.5% effective the start of the 2000/2001 school year;
- An overall average increase to the Northern Allowance of 15%;
- The establishment of a new Mentorship Allowance to support the orientation of new teachers;
- The restructuring of the Principal and Assistant Principal Allowances;
- The addition of one salary step on the grid for Aboriginal Language and Culture Specialists; and
- A restructured salary grid based on the number of years of post-secondary education.

Job Evaluation

Process

The Job Evaluation process allows the GNWT to analyse and evaluate work for the purpose of determining the relative value of jobs in the UNW bargaining unit, excluded and management jobs. The Hay method of job evaluation, which is in compliance with the Canadian Human Rights Act, is the gender-neutral system used by the GNWT. It recognizes four factors that are stipulated in the equal pay provisions of the Canadian Human Rights Act: skill, effort, responsibility and working conditions.

Each factor carries a point value or "weight". The total of the points of all factors for each job identifies where that job is ranked in relation to all other jobs in the organization. All the jobs within the GNWT, except teachers, are evaluated. The pay structures for employees are based on these evaluations. Teachers' salaries are based on education and experience.

Each department has a Job Evaluation Committee chaired by a Facilitator. The committees must be comprised of a diverse membership, which is gender balanced, trained in the Hay Job Evaluation system and knowledgeable of the organization and its jobs. A government-wide Job Evaluation Facilitators' Committee consisting of the Job Evaluation Facilitators from each department and chaired by the Manager of Job Evaluation meets monthly to review evaluations and to maintain consistency in evaluations.

Audit documents were developed in consultation with departmental representatives and audits of job evaluation activities in departments were performed. Audits review compliance with the established standards and are intended to identify any concerns and to outline specific solutions and follow-up activities that may be required.

Training

Hay Management Consultants have continued to carry out Job Evaluation training. The Financial Management Board Secretariat has co-ordinated regular training programs to ensure that the Job Evaluation Committee members nominated by departments are fully qualified. A minimum of three sessions per year are planned. In addition, FMBS job evaluation staff and departmental facilitators as well as union representatives have received in depth training.

Appeals

Job evaluation appeal processes for both excluded and bargaining unit employees have been developed and disseminated to all employees. Fewer than 70 appeals from among approximately 3,000 employees have been received. Working with the UNW, the Job Evaluation Section expects to review these appeals in 2001.

Human Resource Management System

The Human Resource Management System (HRMS) provides payroll and human resources information and support to the Stanton Regional Health Board, the NWT Housing Corporation, and the GNWT departments and the Education Boards. The Labour Relations and Compensation Division of the FMBS runs and maintains the system. Departments and regional FMBS offices enter the bulk of employee information into the system. Managers and human resources practitioners can obtain reports and information from the system to assist them with human resource management activities. The HRMS enables statistics and information to be provided to the Legislative Assembly and managers on a regular basis.

Development

Development of the system is an ongoing task. New modules are brought on line, improvements are made and reporting is further developed to meet the needs of the GNWT Human Resource community.

During the year 2000, several new development projects were completed or started. The Recruitment Module was researched, analysed, developed and brought on-line for August 2000. Departments and boards now have the ability to track information on each competition including applicants, priority status under the Affirmative Action Policy and staffing appeals.

Research and analysis for implementation of the Grievance and Disciplinary Action Tracking Module was also completed in August, 2000. It is anticipated that this will proceed to implementation in the 2001 calendar year.

Further research, analysis and development of the payroll commitments was completed and implemented in September, 2000.

The first T4's and T4A's were produced off the new system in 2000 and the first teacher summer payrolls were completed in May. In June new tax updates were applied.

In 2000 an upgrade of the system was completed to bring the current version up to 7.01.

Ongoing Support, Maintenance and Training

The System Support Section continued to provide support and training to the many users of the system throughout 2000. They held training sessions during the year in May and in November. At the end of the year, more than 400 users were fully trained and using the system.

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Payroll

There are several payroll offices within the GNWT. The Central Payroll Office is located within the FMBS in Yellowknife. The Central Payroll Office provides payroll services to departments and education boards. The NWT Housing Corporation has its own payroll office. Each Health and Social Services Board has its own payroll system and produces its own pay cheques and advices. The one exception is the Stanton Regional Health Board, which produces its own employee pay cheques, but uses the GNWT HRMS to do so. The NWT Housing Corporation also uses the HRMS to produce employee pay cheques and advices.

These payroll offices are normally very busy in order to meet a strict two week payroll deadline and still complete associated tasks such as issuing T4s, teachers' summer payouts, and changes to pay. During 2000 the NWT Housing Corporation, Stanton Regional Health Board and the Central Pay Office saw many additional changes with the new Human Resource Management System as well as changes resulting from the new collective agreements.

The production of payroll for GNWT employees is made challenging by the lack of banking services in many communities. This creates a need for the production of cheques for some employees rather than using electronic transfer of funds for all employees. In order to transport cheques to employees in time for pay days, the payroll must be completed well in advance of pay day.

In November 2000, new Terms and Conditions of Employment were approved for employees excluded from the bargaining unit as well as for Senior Managers. Payroll processed retroactive pay for each of these employees in early December 2000.

In December 2000, the UNW ratified and signed a new collective agreement for its members. Work continued throughout December to process payment of retroactive pay for these employees.

Equal Pay settlement payments to current and former employees resulted in a need to ensure all documents submitted to the pension plan on behalf of former employees were updated to reflect the additional money paid to them. Although many of these were completed in 2000, this will be an ongoing task until payment of these settlements has been completed.

Equal Pay

During the year, the Government continued to find itself involved in legal action related to an outstanding equal pay for work of equal value complaint filed by the Public Service Alliance of Canada in 1989. The UNW is an affiliate of the PSAC. The PSAC filed this complaint on behalf of members of the UNW. The Government continued its efforts to resolve the issue on two fronts – by appearing before a Canadian Human Rights Tribunal and by offering individual settlement offers to affected current and former employees.

By the end of year 2000, over 85% of the affected employees contacted had accepted an individual settlement offer.

EMPLOYEE COMPENSATION

The majority (82%) of Public Service employees are in a bargaining unit represented by a union. A small group of employees (13%) is excluded from a bargaining unit due to the sensitive nature of their work. An even smaller group of non-union employees (5%) is in the senior management group. Members of the Senior Management Group include deputy ministers and are responsible for directing and controlling government programs.

Employees by Employee Group

at December 31

	2000	
Employee Group	Employees	% of total
Union of Northern Workers	2,439	69%
Excluded Employees	472	13%
Senior Management	175	5%
NWT Teachers Association	462	13%
Total	3548	100%

The majority of Public Service employees are members of the Union of Northern Workers' (UNW) bargaining unit. The UNW represents its members and negotiates their terms and conditions of employment with the GNWT.

The FMB determines the terms and conditions of employment for senior managers and employees who are excluded from membership in a union because of the nature of their work.

The Northwest Territories Teachers' Association (NWTTA) represents teachers and negotiates their terms and conditions of employment with the GNWT.

In 2000, the GNWT conducted a salary survey across provincial and territorial governments for 25 jobs to determine if its salaries were still competitive compared to similar organizations in the south. The salaries for similar GNWT jobs in the Western provinces are generally higher than in the East. Therefore, only the reported salaries for Provincial Governments from Ontario to B.C, the Federal Government and the Yukon provide a reasonable target in which to determine the GNWT's position in the market. Results of the survey showed that in a comparison of straight salaries, the GNWT salaries led the average actual salaries of the organizations to which they were compared by 17.4% for the minimum salaries and by 14.5% for the maximum salaries.

Some governments reported that they provided additional compensation for hard-to-recruit occupational groups such as market supplements for IT workers. When this additional compensation was applied to the salaries and compared against the GNWT, the GNWT salaries were, on average, higher than the average actual salaries plus additional compensation by 17.2% for the minimum salaries and 14.3% for the maximum salaries.

EMPLOYEE COMPENSATION

The majority (82%) of Public Service employees are in a bargaining unit represented by a union. A small group of employees (13%) is excluded from a bargaining unit due to the sensitive nature of their work. An even smaller group of non-union employees (5%) is in the senior management group. Members of the Senior Management Group include deputy ministers and are responsible for directing and controlling government programs.

Employees by Employee Group

at December 31

	2000	
Employee Group	Employees	% of total
Union of Northern Workers	2,439	69%
Excluded Employees	472	13%
Senior Management	175	5%
NWT Teachers Association	462	13%
Total	3548	100%

The majority of Public Service employees are members of the Union of Northern Workers' (UNW) bargaining unit. The UNW represents its members and negotiates their terms and conditions of employment with the GNWT.

The FMB determines the terms and conditions of employment for senior managers and employees who are excluded from membership in a union because of the nature of their work.

The Northwest Territories Teachers' Association (NWTTA) represents teachers and negotiates their terms and conditions of employment with the GNWT.

In 2000, the GNWT conducted a salary survey across provincial and territorial governments for 25 jobs to determine if its salaries were still competitive compared to similar organizations in the south. The salaries for similar GNWT jobs in the Western provinces are generally higher than in the East. Therefore, only the reported salaries for Provincial Governments from Ontario to B.C, the Federal Government and the Yukon provide a reasonable target in which to determine the GNWT's position in the market. Results of the survey showed that in a comparison of straight salaries, the GNWT salaries led the average actual salaries of the organizations to which they were compared by 17.4% for the minimum salaries and by 14.5% for the maximum salaries.

Some governments reported that they provided additional compensation for hard-to-recruit occupational groups such as market supplements for IT workers. When this additional compensation was applied to the salaries and compared against the GNWT, the GNWT salaries were, on average, higher than the average actual salaries plus additional compensation by 17.2% for the minimum salaries and 14.3% for the maximum salaries.

In addition to salaries and allowances intended to compensate employees for the work they do, the GNWT provides a generous benefit package. This benefit package includes fair and equitable income protection in the case of disability, survivor benefits, sick leave, vacation leave and flexible work arrangements.

To monitor and track costs, compensation has been grouped into four components:

- Salary;
- Allowances;
- Pension and Health Care; and
- Other benefits.

On average, base salary and wages represent 63% of total compensation, while benefits, allowances and other salary items such as overtime and stand-by represent 37% of total compensation. From a monetary perspective, for every dollar of salary an employee earns, they receive, on average, an additional $0.38 in benefits and allowances.

Salary and Wages

Salary and wages includes cost items such as:

- Regular salary;
- Acting pay;
- Retroactive pay; and
- Earned leave such as annual and sick leave.

In addition to salary, the GNWT compensates employees for work performed outside regularly scheduled hours in the form of:

- Overtime – pay for work performed outside of regularly scheduled hours;
- Call-back – pay for employees recalled to a place of work for a specific duty;
- Miscellaneous – various occupational allowances including teacher allowances, nurse station allowance, academic allowances, uniform allowance and temporary market supplement for nurses;
- Standby – pay for an employee who must be available to work during off-duty hours; and
- Shift premiums – pay for employees whose regularly scheduled work falls outside of the normal hours of work, 0800 to 1700.

General Allowances

Other Allowances include:

- Bilingual Bonus/Language Allowance
- Northern Allowance - The Northern Allowance, which is an eligible travel deduction under the *Income Tax Act*, is intended to compensate employees for reasonable differences in the cost of living between Yellowknife and other communities in the NWT and to provide general transportation assistance. These differences are measured through four components:

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

i. Transportation;

ii. Cost of Living;

iii. Population; and

iv. Remoteness.

Pension and Health Care

The GNWT cost-shares with the employee, contributions and premiums required for federally regulated income protection programs including the Canada Pension Plan and Employment Insurance. The GNWT fully funds Workers' Compensation premiums.

The GNWT participates in benefit plans to supplement these federally regulated programs. Some of these plans include:

- The Public Service Superannuation Plan, which provides employees with income after retirement;
- Disability Insurance (unionized employees) and Long-term Disability Insurance (non-unionized employees and senior managers), which provide up to 70% of salary to employees who become disabled and are unable to perform the duties of their position;
- Dental Plan, in which the GNWT pays eligible dental services provided for under its dental plan up to $1,000 a year per plan member;
- Public Service Health Care Plan, which provides coverage for specified services and products that are not covered under provincial/territorial health insurance plans;
- Maternity and Adoption leave;
- Public Service Management Health Insurance Plan, which is available to excluded and senior management employees, provides basic and supplementary life insurance (including dependants), and accidental death and dismemberment insurance

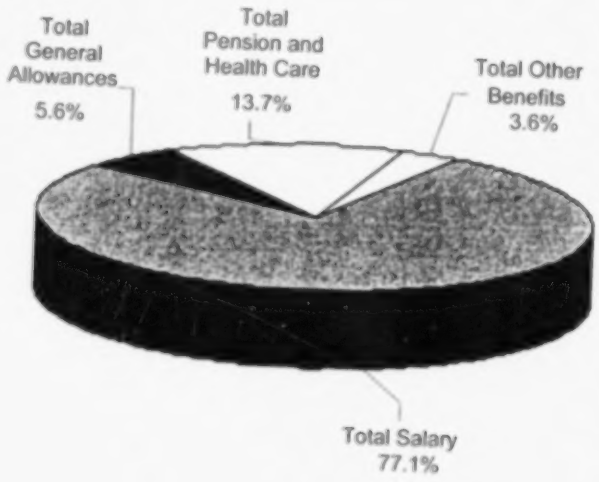
Other Benefits

- Medical Travel Assistance;
- Removal In/transfer;
- Severance Pay;
- Professional Development/Training; and
- Removal Out/Removal.

HUMAN RESOURCE COSTS OF PROGRAM DELIVERY

The Public Service Annual Report tracks costs on a calendar year basis. Costs include those for employees in casual employment.

Salary & Benefit Costs of Employees, 2000



Salary and Benefit Costs of Employees

December 31st

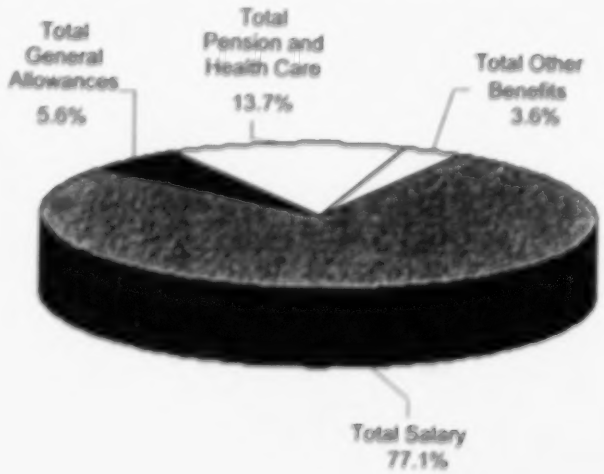
2000	
Costs	
Salary and Wages	$210,002,000
Overtime	$8,091,000
Call-back	$1,207,000
Miscellaneous	$2,735,000
Standby	$880,000
Shift Premium	$577,000
Total Salary	**$223,492,000**
Northern Allowance	$15,417,000
Bilingual Bonus/Language Allowance	$343,000
Education Allowance	$387,000
Total General Allowances	**$16,147,000**
Superannuation	$21,043,000
Employment Insurance	$5,175,000
Canadian Pension Plan	$5,606,000
Worker's Compensation Plan	$990,000
Disability Insurance	$1,537,000
Dental	$1,984,000
Public Service Health Care Plan	$1,489,000
Supplementary Unemployment Benefit plan - maternity/adoption	$866,000
Public Service Management Insurance Plan - Management/Excluded	$657,000
Employee Family Assistance Program	$251,000
Total Pension and Health Care	**$39,598,000**
Medical Travel Assistance	$2,028,000
Removal In/Transfer	$2,484,000
Severance Pay	$2,332,000
Professional Dev./Training	$2,985,000
Removal Out/Ultimate	$695,000
Total Other Benefits	**$10,524,000**
Grand Total	**$289,761,000**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

HUMAN RESOURCE COSTS OF PROGRAM DELIVERY

The Public Service Annual Report tracks costs on a calendar year basis. Costs include those for employees in casual employment.

Salary & Benefit Costs of Employees, 2000



Salary and Benefit Costs of Employees

December 31st

2000	
Costs	
Salary and Wages	$210,002,000
Overtime	$8,091,000
Call-back	$1,207,000
Miscellaneous	$2,735,000
Standby	$880,000
Shift Premium	$577,000
Total Salary	**$223,492,000**
Northern Allowance	$15,417,000
Bilingual Bonus/Language Allowance	$343,000
Education Allowance	$387,000
Total General Allowances	**$16,147,000**
Superannuation	$21,043,000
Employment Insurance	$5,175,000
Canadian Pension Plan	$5,606,000
Worker's Compensation Plan	$990,000
Disability Insurance	$1,537,000
Dental	$1,984,000
Public Service Health Care Plan	$1,489,000
Supplementary Unemployment Benefit plan - maternity/adoption	$866,000
Public Service Management Insurance Plan - Management/Excluded	$657,000
Employee Family Assistance Program	$251,000
Total Pension and Health Care	**$39,598,000**
Medical Travel Assistance	$2,028,000
Removal In/Transfer	$2,484,000
Severance Pay	$2,332,000
Professional Dev./Training	$2,985,000
Removal Out/Ultimate	$695,000
Total Other Benefits	**$10,524,000**
Grand Total	**$289,761,000**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

WORKFORCE INFORMATION

Occupational Categories

The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system, to classify occupational data.

The National Occupational Classification system is used to compile, analyze and report information about occupations in the public service. The GNWT uses nine of the ten NOC broad occupational categories based on skill type that are used and reported.

The public service has a wide range of jobs. Some examples of the kinds of jobs found in each occupational category include:

- Management:
  Deputy Minister, Program Director and Regional Superintendent.
- Business, Finance, and Administration:
  Finance Officer, Human Resource Officer, office support staff.
- Natural and Applied Sciences and Related Occupations:
  Engineer, Biologist, Renewable Resources Officer.
- Health Occupations:
  Registered Nurse, Medical Lab Technician, Certified Nursing Assistant.
- Occupations in Social Science, Education, Government Service and Religion:
  Community Social Services Worker, Teacher, College Instructor, Legal Counsel, Economic Development Officer.
- Occupations in Art, Culture, Recreation and Sport:
  Librarian, Youth Worker.
- Sales and Service:
  Correctional Officer, Classroom Assistant, Custodial Worker.
- Trades, Transport and Equipment Operators and Related Occupations:
  Mechanic, Equipment Operator.
- Occupations Unique to Primary Industry:
  Fire Crew Member.

Note: the only occupational category not used or represented in this report is Manufacturing and Utilities.

The occupational categories are used in this report to show the general distribution of employees. They are also used to show the occupation distribution of employees by gender, by aboriginal employees, by average age, by average salary and by average length of territorial public service.

This information is useful to monitor, track and compare workforce changes and trends that assist

management in developing human resource policies and procedures to meet current and future needs.

Employment Type

Employment information is based on four employment types - full time, part time, term and seasonal employees. Although the majority of employees are hired on a full time basis, some situations such as job-sharing allow individuals to be hired on a part time basis. These work arrangements allow employees to balance their work and home lives. Term employees are hired for a specific period of employment, often to complete a project. Seasonal employees, such as fire fighters, made up the smallest group of employees.

At the end of 2000, 77% of GNWT employees were in full-time positions, 9% were in part-time positions, 12% were in term positions and 3% were in seasonal positions.

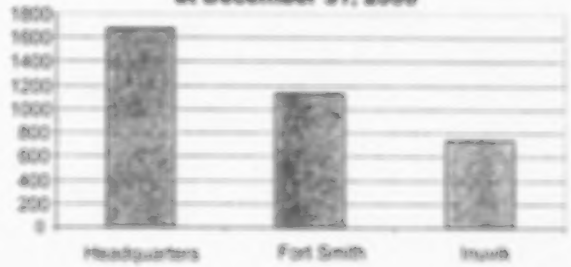
Composition of the Public Service

The composition of the Public Service remained relatively unchanged in 2000. Including the Health and Social Services Boards, the GNWT had 3,548 employees at the end of December 2000. Approximately 53% of employees were employed in GNWT departments, 23% in the Education Boards, including Aurora College and 21% in the Health and Social Services Boards and facilities. The NWT Housing Corporation represented 2.5% of the Public Service.

The majority of GNWT employees, about 82%, were members of the Union of Northern Workers and the NWT Teacher's Association (NWTTA). Excluded employees accounted for 13% of the Public Service and Management made up 5%.

During 2000, approximately 21% of employees were employed in the Inuvik Region, 32% in the Fort Smith Region and 47% in Headquarters.

Employees by Region at December 31, 2000



The average employee was 42.4 years of age in 2000, earned $58,731 a year and had 7.7 years of service.

The average aboriginal employee was 42.1 years of age, earned $51,051 a year and had 7.7 years of service.

The average non-aboriginal employee was 42.5 years of age, earned $62,278 a year and had 7.7 years of service.

The average female employee was 41.7 years of age, earned $54,184 a year and had 6.9 years of

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

service.

The average male employee was 43.3 years of age, earned $65,584 a year and had 8.7 years of service.

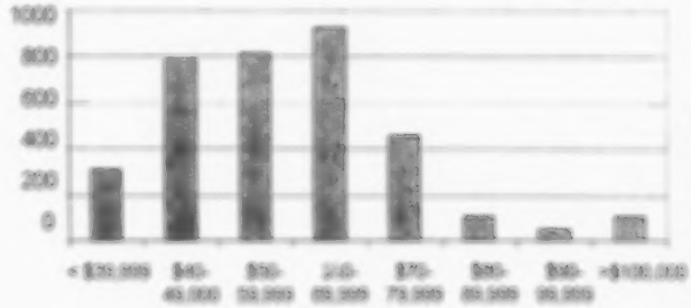
Salary Distribution

The wide range of employment opportunities within the Public Service is reflected by the distribution of annual salary groupings.

- Nine percent (9%) of all employees earned less than $39,999. Positions representative of this salary range were Administrative Clerks and Special Needs Assistants.
- Twenty-two percent (22%) of all employees earned between $40,000 and $49,999. Positions typically found in this range included Administrative Assistants, Classroom Assistants, Corrections Officers, Custodial Workers, Heavy Equipment Operators, Secretaries, Fire Crew Members, and Language Specialists.
- Twenty-three percent (23%) of all employees earned between $50,000 to $59,000. Positions representative of this range were Career Development Officers, Finance Officers, Hospital Engineering Technicians, Heavy Duty Mechanics, General Duty Nurses, Teachers, Cooks, Executive Secretaries, Probation Officers, and Laboratory Technicians.
- The salary range of $60,000 to $69,999 was the largest with twenty-six percent (26%) of employees. Positions representative of this range were Business Development Officers, College Instructors, Project Officers, Human Resource Officers, Maintenance Co-ordinators, Programs Advisors, Renewable Resource Officers, and Research Analysts.
- Thirteen percent (13%) of employees earned between $70,000 and $79,999. Typical jobs in this range were Biologists, Managers, Principals, and Curriculum Co-ordinators.
- Three percent (3%) of employees earned between $80,000 to $89,000, in positions such as Comptrollers, Policy Advisors, Chief Negotiators and Managers.

The following chart shows the number of employees in each salary range.

Salary Distribution at December 31, 2000



- Only one percent (1%) of employees earned between $90,000 to $99,999. This range included such positions as Directors and Regional Superintendents.

- The salary range of employees earning more than $100,000 comprised three percent (3%) of the Territorial Public Service and was strictly senior management level employees such as Directors, Assistant Deputy Ministers and Deputy Ministers.

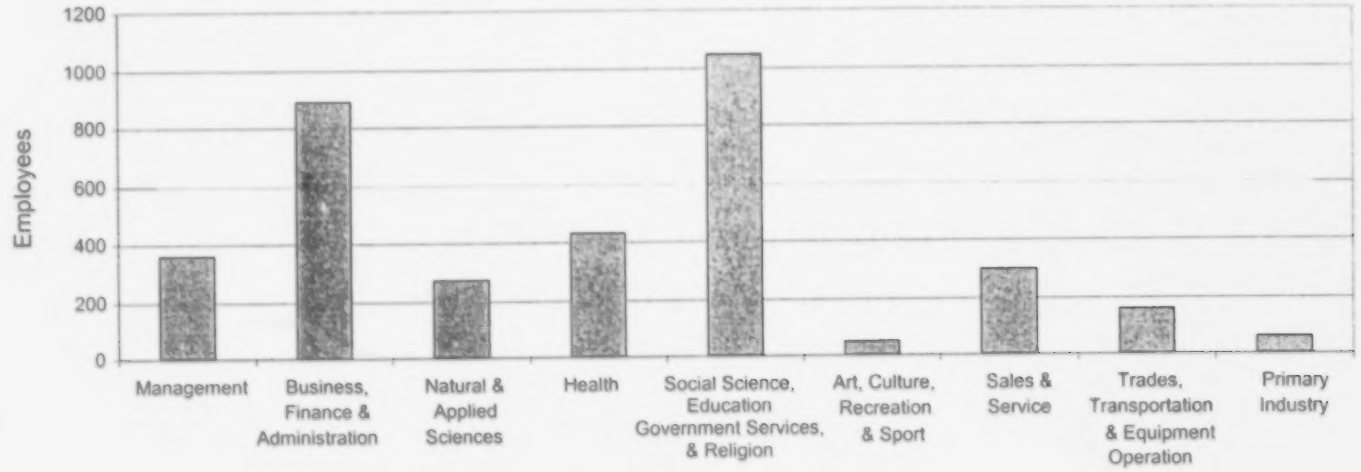
Employee Retention

Turnover is the measurable effect of employees leaving the public service. In 2000, turnover remained almost the same as the previous year, dropping only 0.1% to 16.9% (Employee Turnover tables and graphs are located on pages 33 and 48).

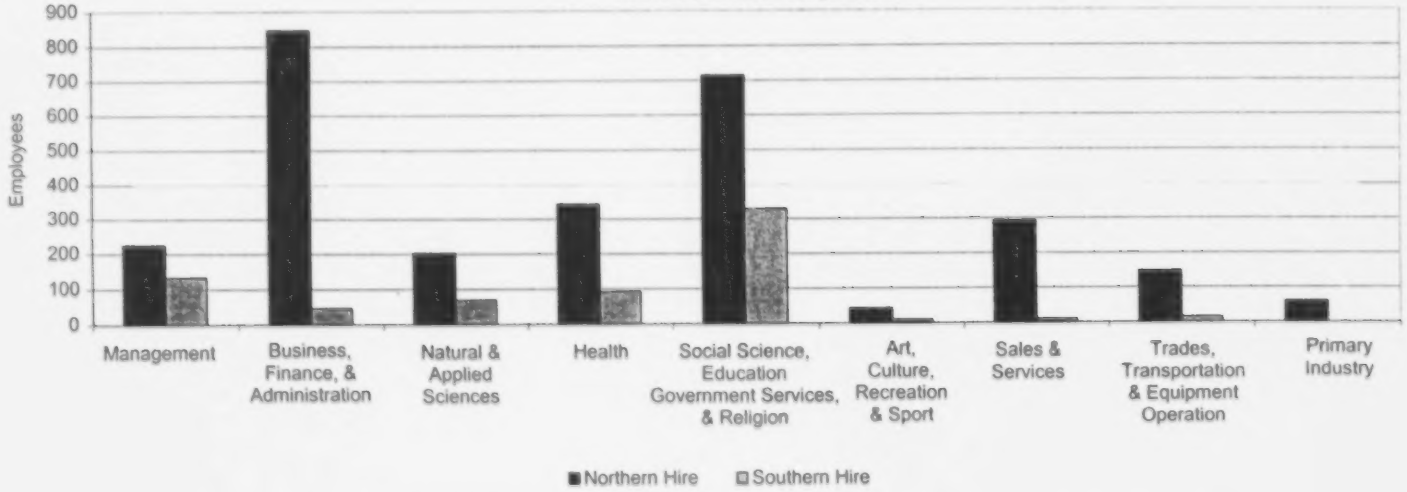
As in past years, the most common reason for employees leaving the Public Service continued to be based on resignations. Employees whose term expired were still the second largest group of employees leaving the Public Service.

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employees by Occupational Category at December 31, 2000

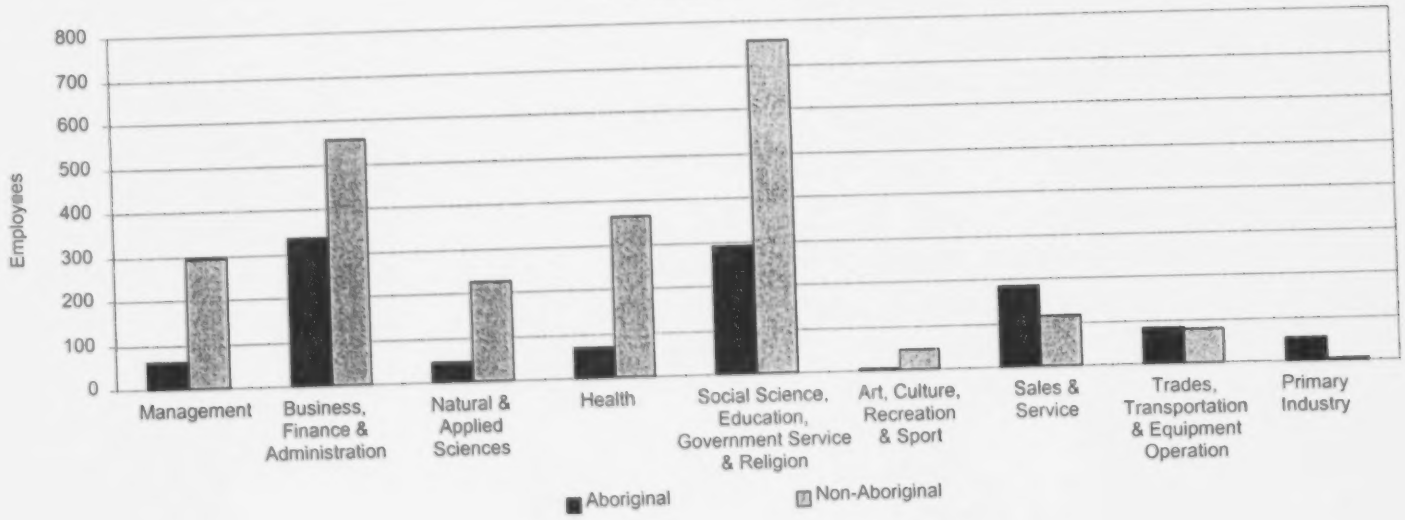


Northern Employment by Occupational Category at December 31, 2000

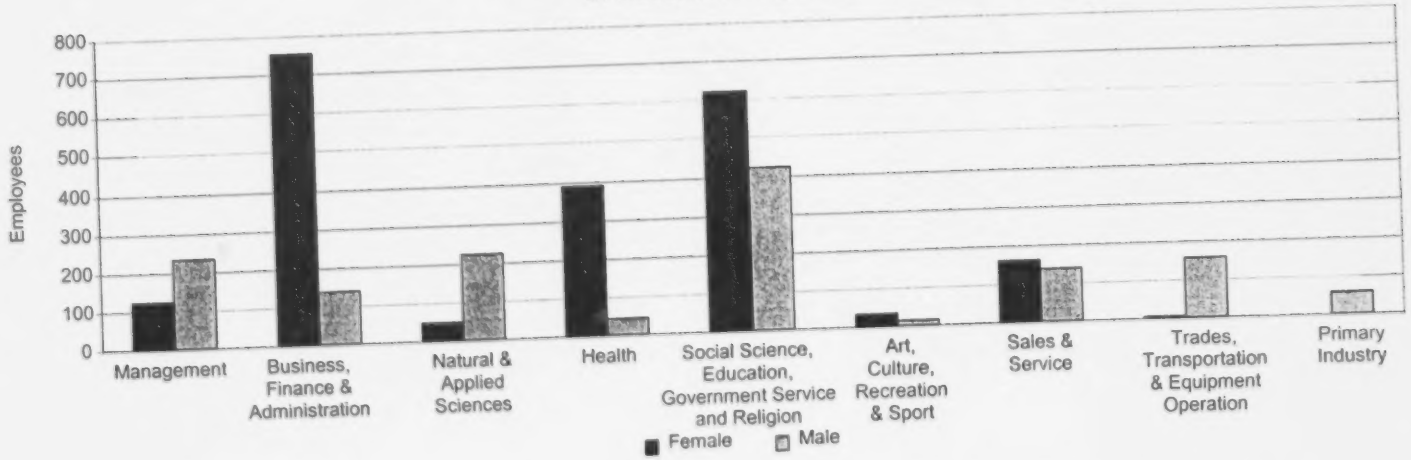


Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employment by Occupational Category at December 31, 2000

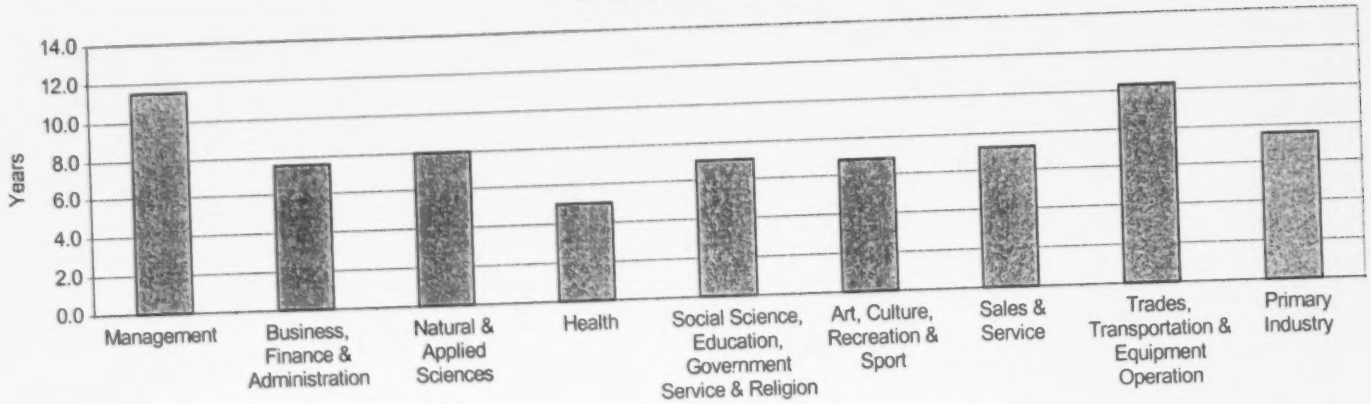


Employee Gender by Occupational Category at December 31, 2000

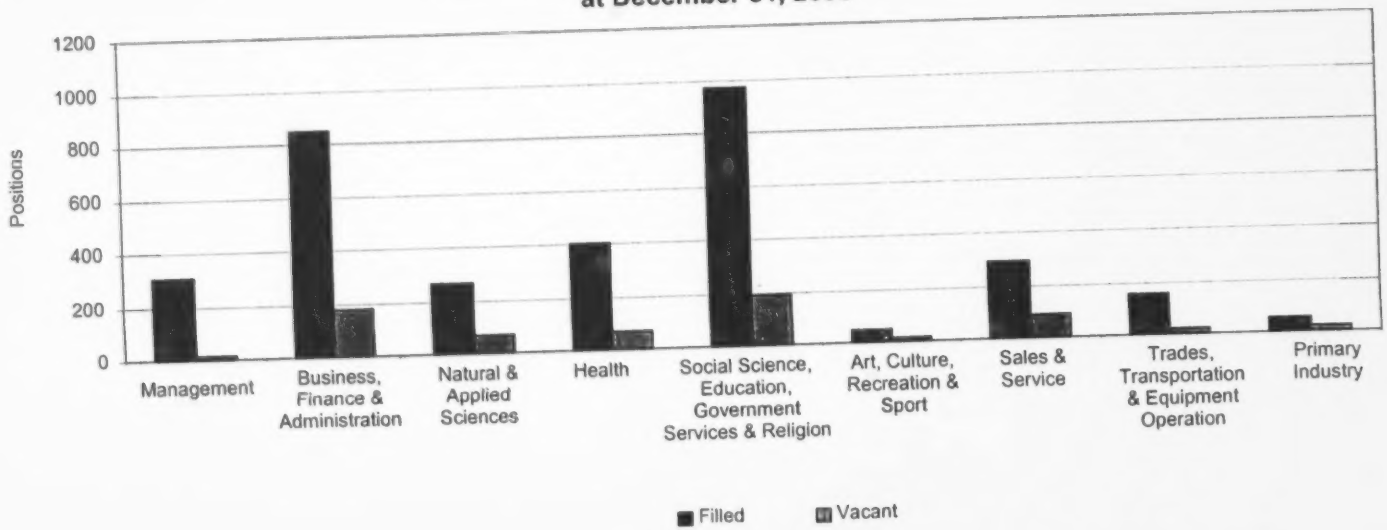


Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Average Employee Years of Territorial Public Service by Occupational Category at December 31, 2000

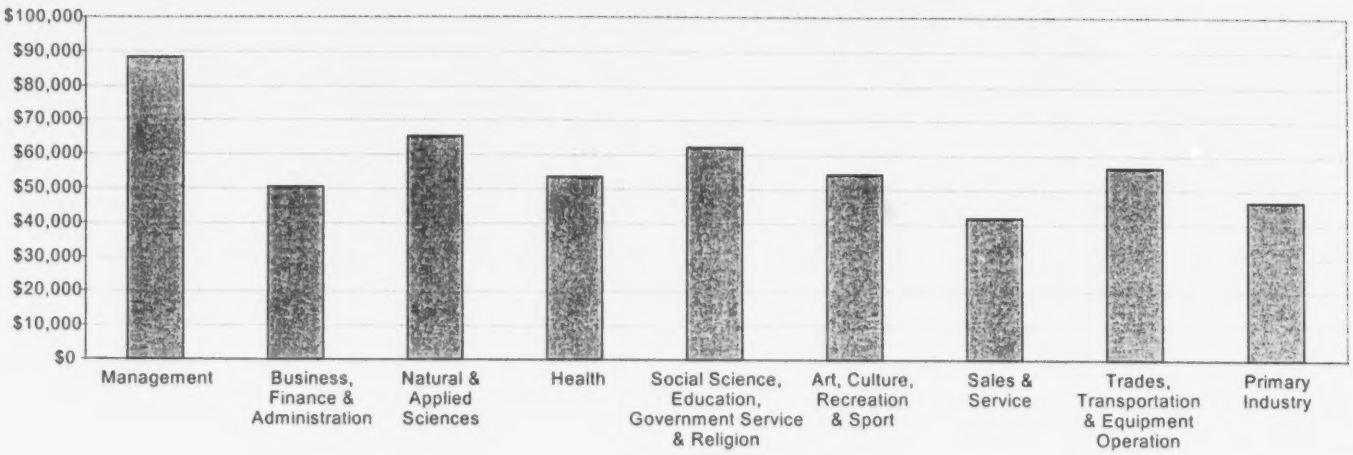


Positions/Vacancies by Occupational Category at December 31, 2000

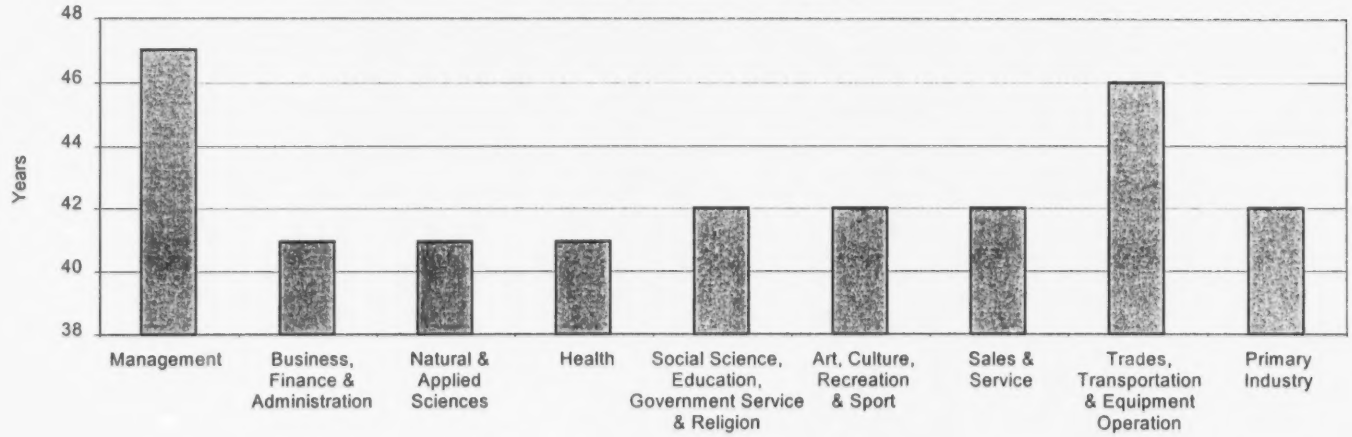


Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Average Employee Salary by Occupational Category at December 31, 2000

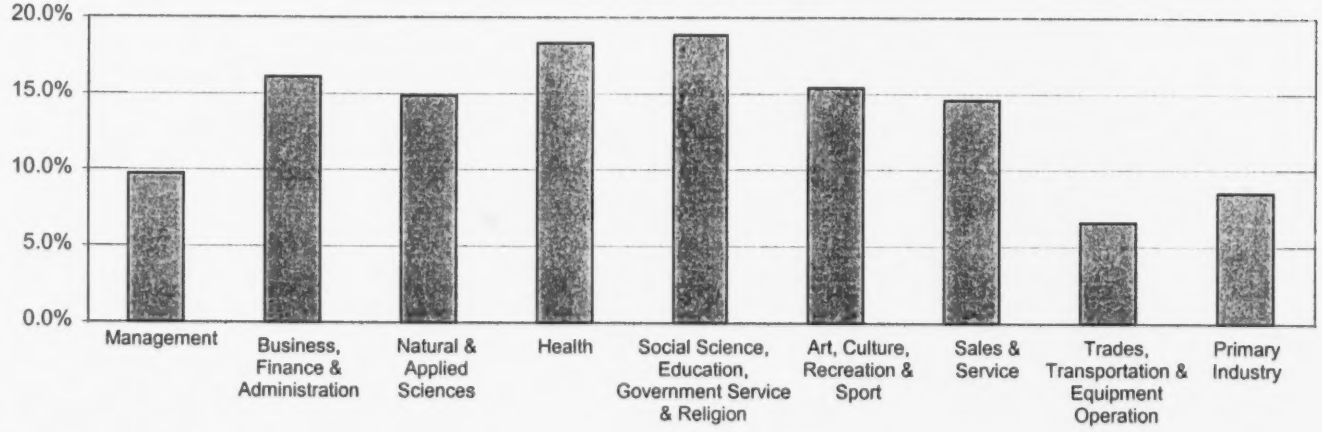


Average Employee Age by Occupational Category at December 31, 2000

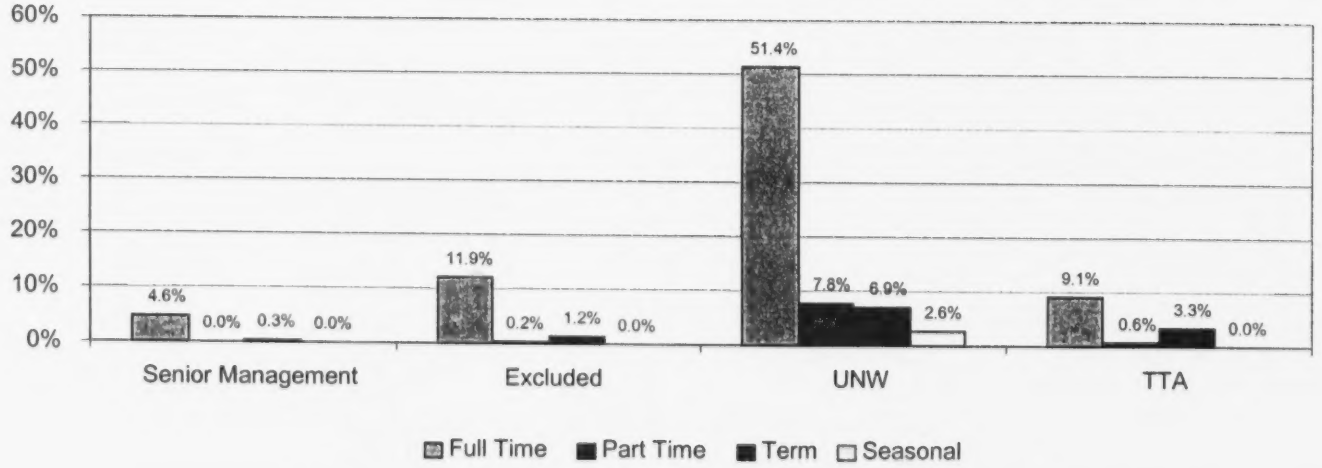


Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employee Turnover Rate by Occupational Category at December 31, 2000

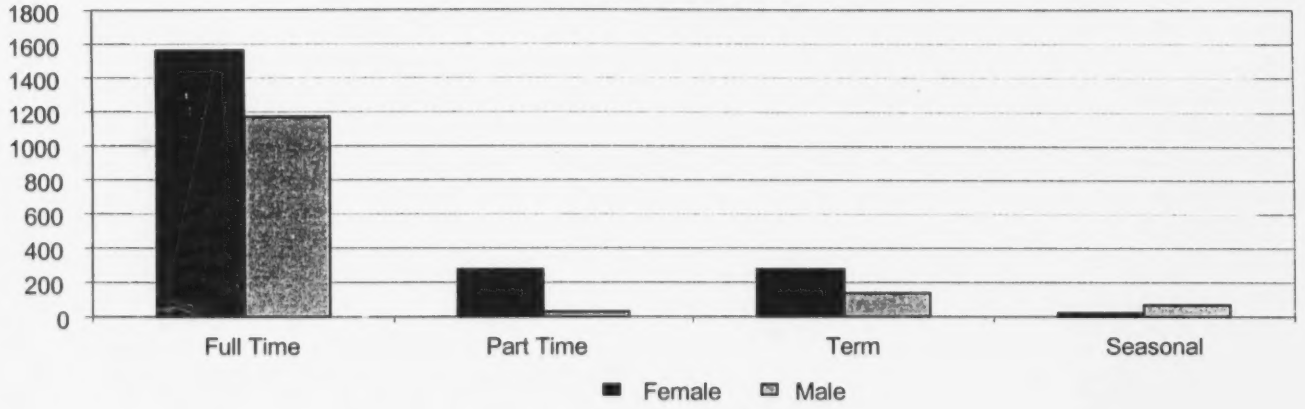


Employee Group by Employee Type as % of Public Service at December 31, 2000

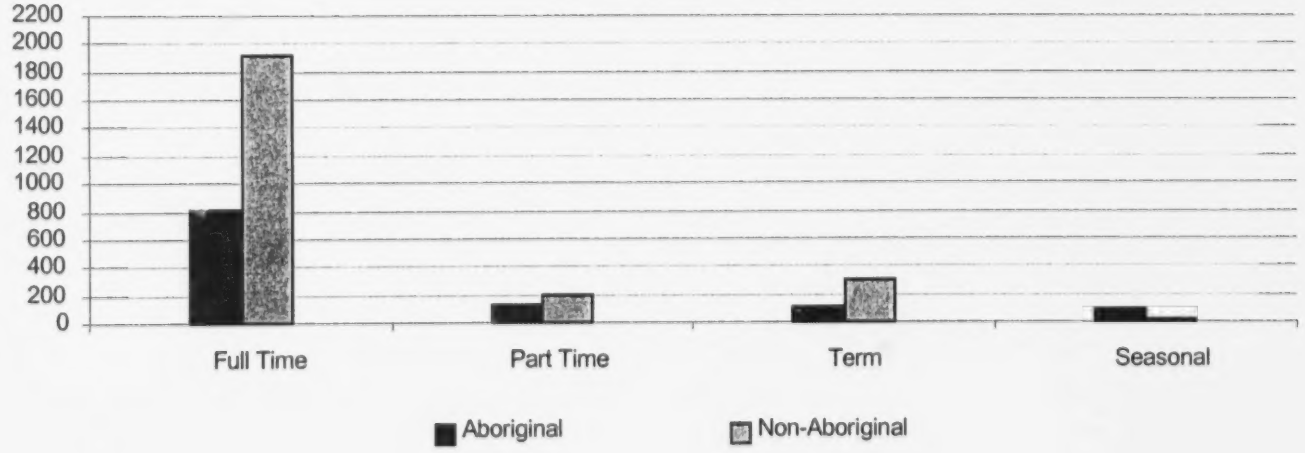


Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employment Type by Female/Male
at December 31. 2000

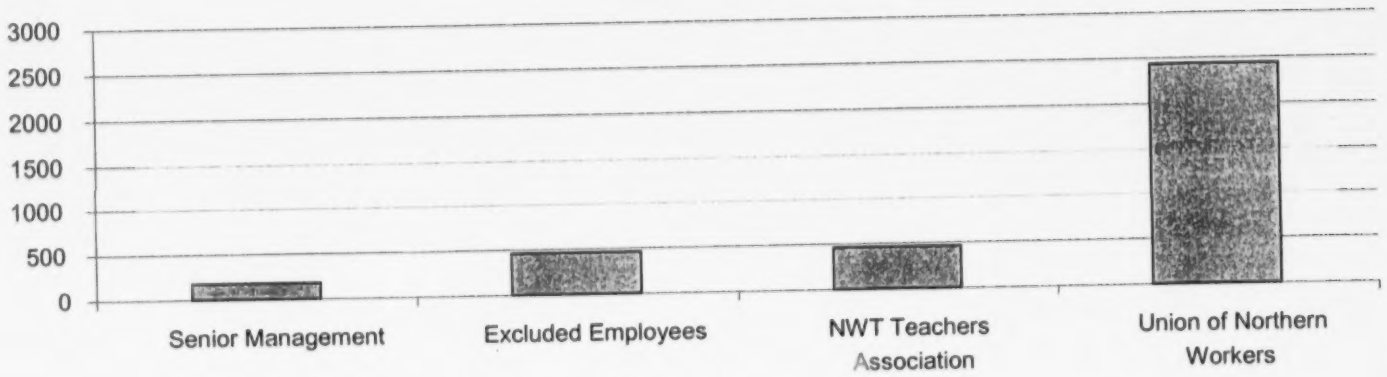


Employment Type by Aboriginal/Non-Aboriginal
at December 31, 2000

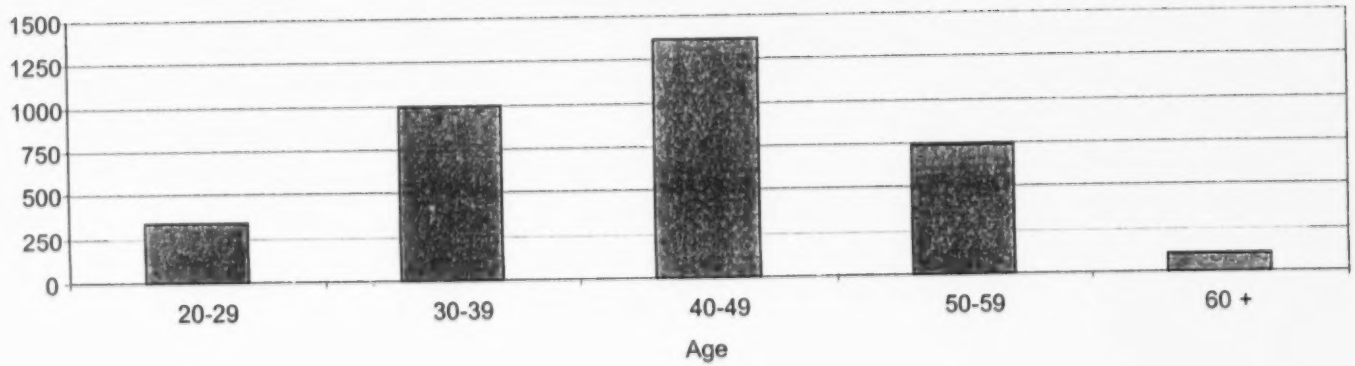


Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

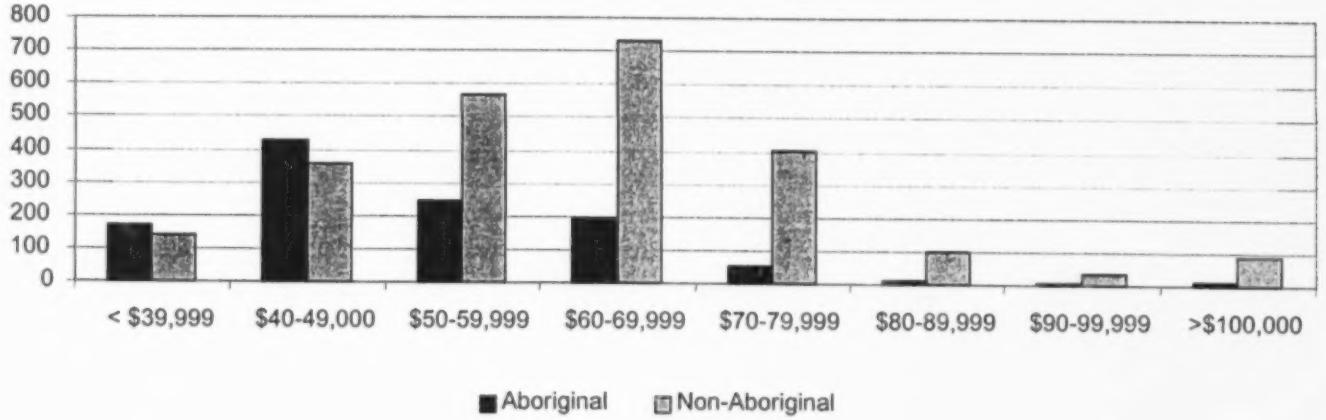
Employees by Pay Group
at December 31, 2000



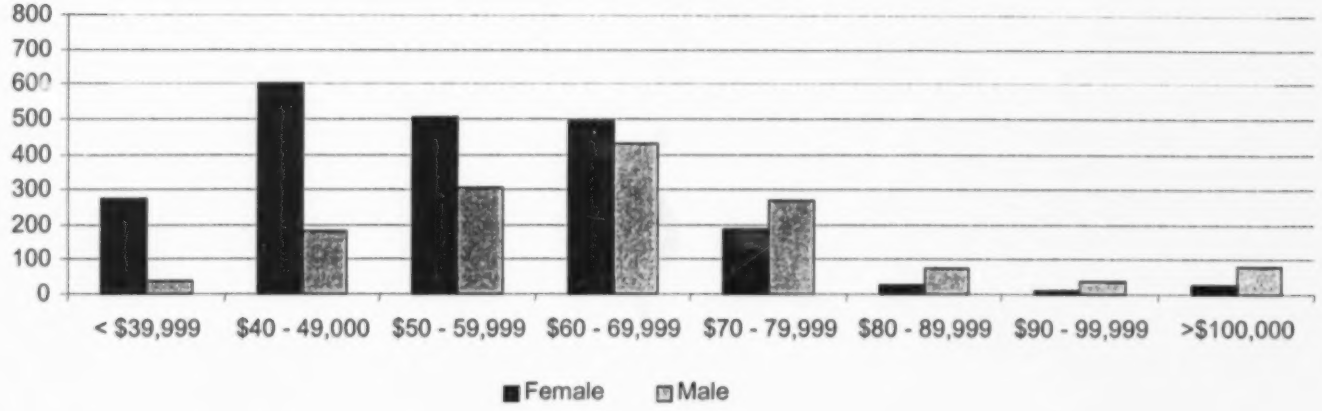
Employees by Age Group
at December 31, 2000



Salary Distribution, Aboriginal/Non-Aboriginal at December 31, 2000

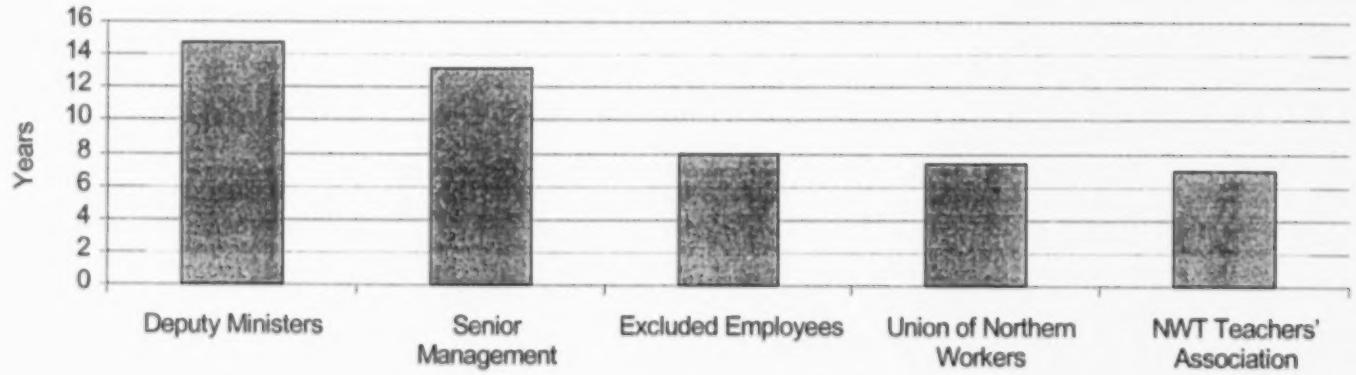


Salary Distribution, Female-Male at December 31, 2000

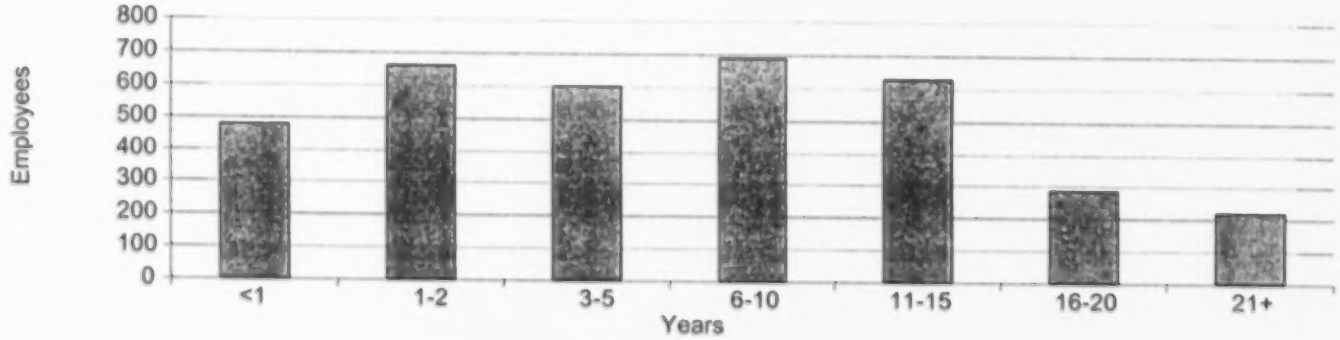


Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Average Years of Territorial Public Service by Employee Group at December 31, 2000

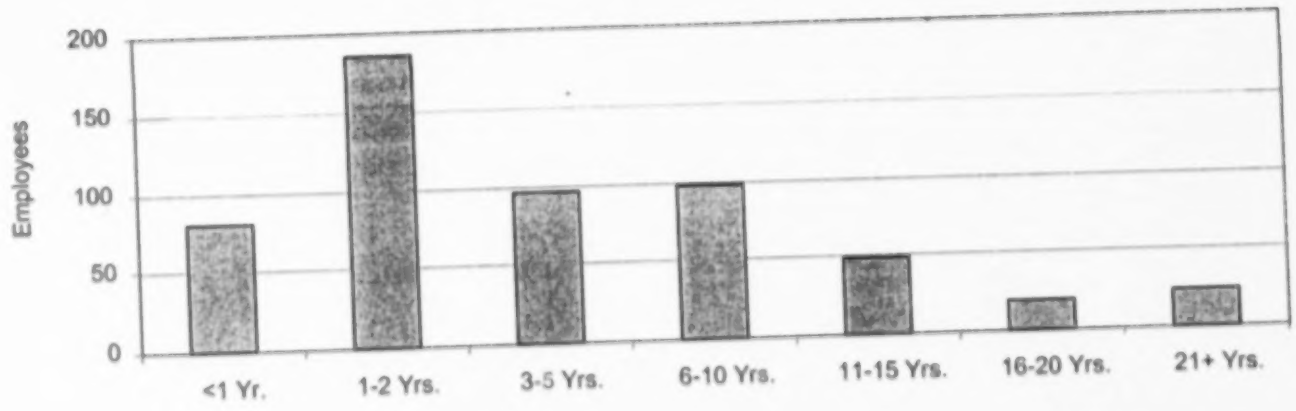


Employees by years of Territorial Public Service at December 31, 2000

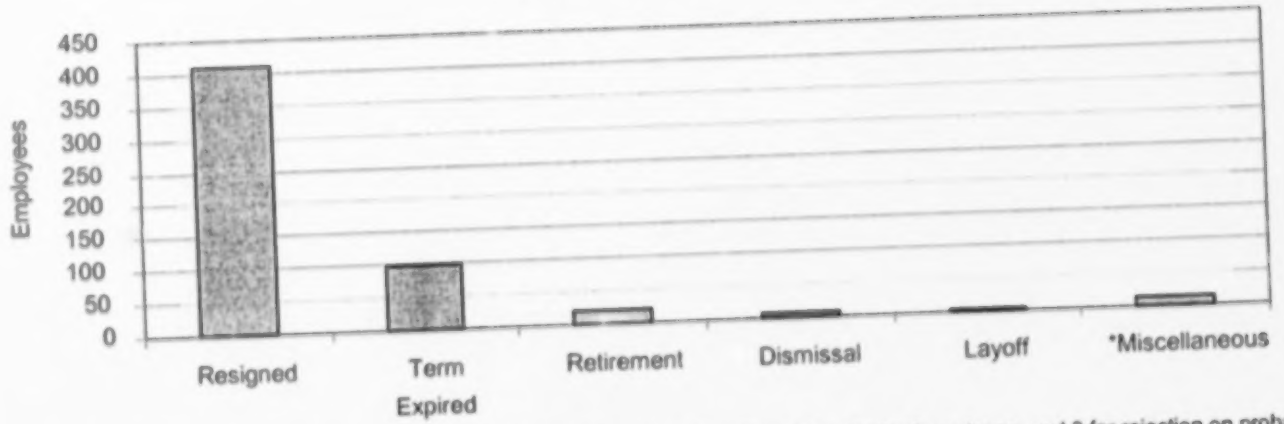


Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Separations by Years of Service, 2000



Separations by Reason for Leaving at December 31, 2000



*Miscellaneous category contains 6 terminations for abandonment of position, 4 for death of employee, and 3 for rejection on probation.

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employee Distribution by Community at December 31

	2000		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	1,672	289	17%
Ottawa	1	0	0%
Yellowknife	1,671	289	17%
Fort Smith Region	1,137	518	46%
Delah	4	4	100%
Fort Liard	39	23	59%
Fort Providence	41	28	68%
Fort Resolution	24	16	67%
Fort Simpson	165	84	51%
Fort Smith	377	152	40%
Hay River	288	109	38%
Hay River Reserve	9	4	44%
Jean Marie River	4	2	50%
Kakisa	1	0	0%
Lutsel K'e	14	9	64%
Nahanni Butte	5	3	60%
Rae Lakes	7	3	43%
Rae/Edzo	112	50	45%
Trout Lake	9	8	89%
Wekweeti	5	3	60%
Wha Ti	20	9	45%
Wrigley	13	9	69%
Inuvik Region	739	316	43%
Aklavik	45	27	60%
Colville Lake	7	5	71%
Deline	29	17	59%
Fort Good Hope	26	15	58%
Fort McPherson	48	28	58%
Holman	23	11	48%
Inuvik	398	144	36%
Norman Wells	75	21	28%
Paulatuk	14	7	50%
Sachs Harbour	5	3	60%
Tsiigehtchic	8	5	63%
Tuktoyaktuk	35	13	54%
Tulita	26	14	54%
Total GNWT	3,548	1,121	32%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employee Distribution by Community at December 31

	2000		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	1,672	289	17%
Ottawa	1	0	0%
Yellowknife	1,671	289	17%
Fort Smith Region	1,137	516	45%
Detah	4	4	100%
Fort Liard	39	23	59%
Fort Providence	41	28	68%
Fort Resolution	24	16	67%
Fort Simpson	165	84	51%
Fort Smith	377	152	40%
Hay River	288	109	38%
Hay River Reserve	9	4	44%
Jean Marie River	4	2	50%
Kakisa	1	0	0%
Lutsel K'e	14	9	64%
Nahanni Butte	5	3	60%
Rae Lakes	7	3	43%
Rae/Edzo	112	50	45%
Trout Lake	9	8	89%
Wekweti	5	3	60%
Wha Ti	20	9	45%
Wrigley	13	9	69%
Inuvik Region	739	316	43%
Aklavik	45	27	60%
Colville Lake	7	5	71%
Deline	29	17	59%
Fort Good Hope	26	15	58%
Fort McPherson	48	28	58%
Holman	23	11	48%
Inuvik	398	144	36%
Norman Wells	75	21	28%
Paulatuk	14	7	50%
Sachs Harbour	5	3	60%
Tsiigehtchic	8	5	63%
Tuktoyaktuk	35	19	54%
Tulita	26	14	54%
Total GNWT	3,548	1,121	32%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employment at December 31

	2000		
Department/Board	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Aboriginal Affairs	31	13	42%
Education, Culture and Employment	189	54	29%
Executive	67	18	27%
Finance	42	11	26%
Financial Management Board Secretariat	133	29	22%
Health and Social Services	148	31	21%
Justice	331	113	34%
Legislative Assembly	30	5	17%
Municipal and Community Affairs	106	27	25%
Public Works and Services	199	64	32%
Resources, Wildlife and Economic Development	358	157	44%
Transportation	239	84	35%
Total for Departments	1,873	606	32%
Aurora College	169	47	28%
Beaufort/Delta Divisional Education Council	170	65	38%
Deh Cho Divisional Education Council	102	47	46%
Dogrib Divisional Education Council	80	34	43%
Sahtu Divisional Education Council	84	32	38%
South Slave Divisional Education Council	210	58	28%
Total for Education Boards/Councils	815	283	35%
Deh Cho Health and Social Services	56	32	57%
Dogrib Community Services Board	46	21	46%
Fort Smith Health and Social Services Board	62	15	24%
Inuvik Regional Health and Social Services	223	100	45%
Stanton Regional Health Board	308	27	9%
Yellowknife Health and Social Services Board	76	10	13%
Total for Health and Social Services Boards	771	205	27%
Northwest Territories Housing Corporation	89	27	30%
Total of Public Service	3,548	1,121	32%

	2000		
Region	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	1,672	289	17%
Fort Smith	1,137	516	45%
Inuvik	739	316	43%
Total	3,548	1,121	32%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Indigenous Non-Aboriginal Employment at December 31

	2000		
Department/Board	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Aboriginal Affairs	31	6	19%
Education, Culture and Employment	189	18	10%
Executive	67	15	22%
Finance	42	5	12%
Financial Management Board Secretariat	133	35	26%
Health and Social Services	148	22	15%
Justice	331	57	17%
Legislative Assembly	30	11	37%
Municipal and Community Affairs	106	18	17%
Public Works and Services	199	30	15%
Resources, Wildlife and Economic Development	358	47	13%
Transportation	239	39	16%
Total for Departments	1,873	303	16%
Aurora College	169	13	8%
Beaufort/Delta Divisional Education Council	170	6	4%
Deh Cho Divisional Education Council	102	2	2%
Dogrib Divisional Education Council	80	1	1%
Sahtu Divisional Education Council	84	2	2%
South Slave Divisional Education Council	210	15	7%
Total for Education Boards/Councils	815	39	5%
Deh Cho Health and Social Services Board	56	2	4%
Dogrib Community Services Board	46	2	4%
Fort Smith Health and Social Services Board	62	0	0%
Inuvik Regional Health Board	223	8	4%
Stanton Regional Health Board	308	34	11%
Yellowknife Health and Social Services Board	76	7	9%
Total for Health and Social Services Boards	771	53	7%
Northwest Territories Housing Corporation	89	11	12%
Total of Public Service	3,548	406	11%

	2000		
Region	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Headquarters	1,672	290	17%
Fort Smith	1,137	82	7%
Inuvik	739	34	5%
Total	3,548	406	11%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employment at December 31

	2000		
Department/Board	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Aboriginal Affairs	31	13	42%
Education, Culture and Employment	189	54	29%
Executive	67	18	27%
Finance	42	11	26%
Financial Management Board Secretariat	133	29	22%
Health and Social Services	148	31	21%
Justice	331	113	34%
Legislative Assembly	30	5	17%
Municipal and Community Affairs	106	27	25%
Public Works and Services	199	64	32%
Resources, Wildlife and Economic Development	358	157	44%
Transportation	239	84	35%
Total for Departments	1,873	606	32%
Aurora College	169	47	28%
Beaufort/Delta Divisional Education Council	170	65	38%
Deh Cho Divisional Education Council	102	47	46%
Dogrib Divisional Education Council	80	34	43%
Sahtu Divisional Education Council	84	32	38%
South Slave Divisional Education Council	210	58	28%
Total for Education Boards/Councils	815	283	35%
Deh Cho Health and Social Services	56	32	57%
Dogrib Community Services Board	46	21	46%
Fort Smith Health and Social Services Board	62	15	24%
Inuvik Regional Health and Social Services	223	100	45%
Stanton Regional Health Board	308	27	9%
Yellowknife Health and Social Services Board	76	10	13%
Total for Health and Social Services Boards	771	205	27%
Northwest Territories Housing Corporation	89	27	30%
Total of Public Service	3,548	1,121	32%

	2000		
Region	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	1,672	289	17%
Fort Smith	1,137	516	45%
Inuvik	739	316	43%
Total	3,548	1,121	32%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Indigenous Non-Aboriginal Employment at December 31

	2000		
Department/Board	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Aboriginal Affairs	31	6	19%
Education, Culture and Employment	189	18	10%
Executive	67	15	22%
Finance	42	5	12%
Financial Management Board Secretariat	133	35	26%
Health and Social Services	148	22	15%
Justice	331	57	17%
Legislative Assembly	30	11	37%
Municipal and Community Affairs	106	18	17%
Public Works and Services	199	30	15%
Resources, Wildlife and Economic Development	358	47	13%
Transportation	239	39	16%
Total for Departments	1,873	303	16%
Aurora College	169	13	8%
Beaufort/Delta Divisional Education Council	170	6	4%
Deh Cho Divisional Education Council	102	2	2%
Dogrib Divisional Education Council	80	1	1%
Sahtu Divisional Education Council	84	2	2%
South Slave Divisional Education Council	210	15	7%
Total for Education Boards/Councils	815	39	5%
Deh Cho Health and Social Services Board	56	2	4%
Dogrib Community Services Board	46	2	4%
Fort Smith Health and Social Services Board	62	0	0%
Inuvik Regional Health Board	223	8	4%
Stanton Regional Health Board	308	34	11%
Yellowknife Health and Social Services Board	76	7	9%
Total for Health and Social Services Boards	771	53	7%
Northwest Territories Housing Corporation	89	11	12%
Total of Public Service	3,548	406	11%

	2000		
Region	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Headquarters	1,672	290	17%
Fort Smith	1,137	82	7%
Inuvik	739	34	5%
Total	3,548	406	11%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Disabled Persons Employment at December 31

	2000		
Department/Board	**Total Employees**	**Disabled Employees**	**% of Disabled Employees**
Aboriginal Affairs	31	0	0.0%
Education, Culture and Employment	189	0	0.0%
Executive	67	1	1.5%
Finance	42	0	0.0%
Financial Management Board Secretariat	133	0	0.0%
Health and Social Services	148	1	0.7%
Justice	331	2	0.6%
Legislative Assembly	30	0	0.0%
Municipal and Community Affairs	106	0	0.0%
Public Works and Services	199	4	2.0%
Resources, Wildlife and Economic Development	358	1	0.3%
Transportation	239	2	0.8%
Total for Departments	1,873	11	0.6%
Aurora College	169	0	0.0%
Beaufort/Delta Divisional Education Council	170	1	0.6%
Deh Cho Divisional Education Council	102	0	0.0%
Dogrib Divisional Education Council	80	0	0.0%
Sahtu Divisional Education Council	84	1	1.2%
South Slave Divisional Education Council	210	0	0.0%
Total for Education Boards/Councils	815	2	0.2%
Deh Cho Health and Social Services Board	56	0	0.0%
Dogrib Community Services Board	46	0	0.0%
Fort Smith Health and Social Services Board	62	0	0.0%
Inuvik Regional Health Board	223	0	0.0%
Stanton Regional Health Board	308	2	0.6%
Yellowknife Health and Social Services Board	76	0	0.0%
Total for Health and Social Services Boards	771	2	0.3%
Northwest Territories Housing Corporation	89	2	2.2%
Total of Public Service	3,548	17	0.5%

	2000		
Region	**Total Employees**	**Disabled Employees**	**% of Disabled Employees**
Headquarters	1,672	9	0.5%
Fort Smith	1,13	3	0.3%
Inuvik	739	5	0.7%
Total	3,548	17	0.5%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in the Management Occupational Category at December 31

	2000		
Department/Board	**Total Management Employees**	**Number of Women in Management**	**% of Women in Management**
Aboriginal Affairs	9	1	11%
Education, Culture and Employment	22	9	41%
Executive	16	6	38%
Finance	13	4	31%
Financial Management Board Secretariat	24	7	29%
Health and Social Services	11	4	36%
Justice	23	10	43%
Legislative Assembly	4	1	25%
Municipal and Community Affairs	23	5	22%
Public Works and Services	25	6	24%
Resources, Wildlife and Economic Development	39	5	13%
Transportation	19	3	16%
Total for Departments	**228**	**61**	**27%**
Aurora College	17	10	59%
Beaufort/Delta Divisional Education Council	10	5	50%
Deh Cho Divisional Education Council	12	6	50%
Dogrib Divisional Education Council	7	2	29%
Sahtu Divisional Education Council	7	4	57%
South Slave Divisional Education Council	10	1	10%
Total for Education Boards/Councils	**63**	**28**	**44%**
Deh Cho Health and Social Services Board	3	3	100%
Dogrib Community Services Board	2	2	100%
Fort Smith Health and Social Services Board	2	2	100%
Inuvik Regional Health and Social Services Board	16	10	63%
Stanton Regional Health Board	13	8	62%
Yellowknife Health and Social Services Board	4	1	25%
Total for Health and Social Services Boards	**40**	**26**	**65%**
Northwest Territories Housing Corporation	25	10	40%
Total of Public Service	**356**	**125**	**35%**

	2000		
Region	**Total Management Employees**	**Number of Women in Management**	**% of Women in Management**
Headquarters	207	60	29%
Fort Smith	85	32	38%
Inuvik	64	33	52%
Total	**356**	**125**	**35%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Disabled Persons Employment at December 31

	2000		
Department/Board	**Total Employees**	**Disabled Employees**	**% of Disabled Employees**
Aboriginal Affairs	31	0	0.0%
Education, Culture and Employment	189	0	0.0%
Executive	67	1	1.5%
Finance	42	0	0.0%
Financial Management Board Secretariat	133	0	0.0%
Health and Social Services	148	1	0.7%
Justice	331	2	0.6%
Legislative Assembly	30	0	0.0%
Municipal and Community Affairs	106	0	0.0%
Public Works and Services	199	4	2.0%
Resources, Wildlife and Economic Development	358	1	0.3%
Transportation	239	2	0.8%
Total for Departments	**1,873**	**11**	**0.6%**
Aurora College	169	0	0.0%
Beaufort/Delta Divisional Education Council	170	1	0.6%
Deh Cho Divisional Education Council	102	0	0.0%
Dogrib Divisional Education Council	80	0	0.0%
Sahtu Divisional Education Council	84	1	1.2%
South Slave Divisional Education Council	210	0	0.0%
Total for Education Boards/Councils	**815**	**2**	**0.2%**
Deh Cho Health and Social Services Board	56	0	0.0%
Dogrib Community Services Board	46	0	0.0%
Fort Smith Health and Social Services Board	62	0	0.0%
Inuvik Regional Health Board	223	0	0.0%
Stanton Regional Health Board	308	2	0.6%
Yellowknife Health and Social Services Board	76	0	0.0%
Total for Health and Social Services Boards	**771**	**2**	**0.3%**
Northwest Territories Housing Corporation	89	2	2.2%
Total of Public Service	**3,548**	**17**	**0.5%**

	2000		
Region	**Total Employees**	**Disabled Employees**	**% of Disabled Employees**
Headquarters	1,672	9	0.5%
Fort Smith	1,13	3	0.3%
Inuvik	739	5	0.7%
Total	**3,548**	**17**	**0.5%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in the Management Occupational Category at December 31

	2000		
Department/Board	**Total Management Employees**	**Number of Women in Management**	**% of Women in Management**
Aboriginal Affairs	9	1	11%
Education, Culture and Employment	22	9	41%
Executive	16	6	38%
Finance	13	4	31%
Financial Management Board Secretariat	24	7	29%
Health and Social Services	11	4	36%
Justice	23	10	43%
Legislative Assembly	4	1	25%
Municipal and Community Affairs	23	5	22%
Public Works and Services	25	6	24%
Resources, Wildlife and Economic Development	39	5	13%
Transportation	19	3	16%
Total for Departments	228	61	27%
Aurora College	17	10	59%
Beaufort/Delta Divisional Education Council	10	5	50%
Deh Cho Divisional Education Council	12	6	50%
Dogrib Divisional Education Council	7	2	29%
Sahtu Divisional Education Council	7	4	57%
South Slave Divisional Education Council	10	1	10%
Total for Education Boards/Councils	63	28	44%
Deh Cho Health and Social Services Board	3	3	100%
Dogrib Community Services Board	2	2	100%
Fort Smith Health and Social Services Board	2	2	100%
Inuvik Regional Health and Social Services Board	16	10	63%
Stanton Regional Health Board	13	8	62%
Yellowknife Health and Social Services Board	4	1	25%
Total for Health and Social Services Boards	40	26	65%
Northwest Territories Housing Corporation	25	10	40%
Total of Public Service	356	125	35%

	2000		
Region	**Total Management Employees**	**Number of Women in Management**	**% of Women in Management**
Headquarters	207	60	29%
Fort Smith	85	32	38%
Inuvik	64	33	52%
Total	356	125	35%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal in the Management Occupational Category at December 31

	2000		
Department/Board	**Total Management Employees**	**Aboriginals in Management**	**% of Aboriginals in Management**
Aboriginal Affairs	9	4	44%
Education, Culture and Employment	22	4	18%
Executive	16	3	19%
Finance	13	2	15%
Financial Management Board Secretariat	24	2	8%
Health and Social Services	11	0	0%
Justice	23	4	17%
Legislative Assembly	4	0	0%
Municipal and Community Affairs	23	4	17%
Public Works and Services	25	4	16%
Resources, Wildlife and Economic Development	39	7	18%
Transportation	19	0	0%
Total for Departments	228	34	15%
Aurora College	17	3	18%
Beaufort/Delta Divisional Education Council	10	3	30%
Deh Cho Divisional Education Council	12	1	8%
Dogrib Divisional Education Council	7	2	29%
Sahtu Divisional Education Council	7	1	14%
South Slave Divisional Education Council	10	1	10%
Total for Education Boards/Councils	63	11	17%
Deh Cho Health and Social Services Board	3	3	100%
Dogrib Community Services Board	2	1	50%
Fort Smith Health and Social Services Board	2	1	50%
Inuvik Regional Health and Social Services Board	16	3	19%
Stanton Regional Health Board	13	0	0%
Yellowknife Health and Social Services Board	4	0	0%
Total for Health and Social Services Boards	40	8	20%
Northwest Territories Housing Corporation	25	8	32%
Total of Public Service	356	61	17%

	2000		
Region	**Total Management Employees**	**Aboriginals in Management**	**% of Aboriginals in Management**
Headquarters	207	20	10%
Fort Smith	85	28	33%
Inuvik	64	13	20%
Total	356	61	17%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in Non-Traditional Occupations at December 31

	2000		
Department/Board	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Trad. Occupations
Aboriginal Affairs	0	0	0%
Education, Culture and Employment	6	2	33%
Executive	1	0	0%
Finance	3	1	33%
Financial Management Board Secretariat	24	9	38%
Health and Social Services	13	1	8%
Justice	94	23	24%
Legislative Assembly	3	0	0%
Municipal and Community Affairs	6	1	17%
Public Works and Services	82	4	5%
Resources, Wildlife and Economic Development	165	18	11
Transportation	118	4	3%
Total for Departments	**519**	**63**	**12%**
Aurora College	2	0	0%
Beaufort/Delta Divisional Education Council	0	0	0%
Deh Cho Divisional Education Council	0	0	0%
Dogrib Divisional Education Council	0	0	0%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	0	0	0%
Total for Education Boards/Councils	**3**	**0**	**0%**
Deh Cho Health and Social Services Board	2	2	100%
Dogrib Community Services Board	0	0	0%
Fort Smith Health and Social Services Board	0	0	0%
Inuvik Regional Health and Social Services Board	3	0	0%
Stanton Regional Health Board	13	1	8%
Yellowknife Health and Social Services Board	0	0	0%
Total for Health and Social Services Boards	**18**	**3**	**17%**
Northwest Territories Housing Corporation	13	3	23%
Total of Public Service	**549**	**69**	**13%**

	2000		
Region	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Trad. Occupations
Headquarters	268	39	15%
Fort Smith	192	25	13%
Inuvik	89	5	6%
Total	**549**	**69**	**13%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal in the Management Occupational Category at December 31

	2000		
Department/Board	**Total Management Employees**	**Aboriginals in Management**	**% of Aboriginals in Management**
Aboriginal Affairs	9	4	44%
Education, Culture and Employment	22	4	18%
Executive	16	3	19%
Finance	13	2	15%
Financial Management Board Secretariat	24	2	8%
Health and Social Services	11	0	0%
Justice	23	4	17%
Legislative Assembly	4	0	0%
Municipal and Community Affairs	23	4	17%
Public Works and Services	25	4	16%
Resources, Wildlife and Economic Development	39	7	18%
Transportation	16	0	0%
Total for Departments	**229**	**34**	**15%**
Aurora College	17	3	18%
Beaufort/Delta Divisional Education Council	10	3	30%
Deh Cho Divisional Education Council	12	1	8%
Dogrib Divisional Education Council	7	2	29%
Sahtu Divisional Education Council	7	1	14%
South Slave Divisional Education Council	10	1	10%
Total for Education Boards/Councils	**63**	**11**	**17%**
Deh Cho Health and Social Services Board	3	3	100%
Dogrib Community Services Board	2	1	50%
Fort Smith Health and Social Services Board	2	1	50%
Inuvik Regional Health and Social Services Board	16	3	19%
Stanton Regional Health Board	13	0	0%
Yellowknife Health and Social Services Board	4	0	0%
Total for Health and Social Services Boards	**40**	**8**	**20%**
Northwest Territories Housing Corporation	25	8	32%
Total of Public Service	**356**	**61**	**17%**

	2000		
Region	**Total Management Employees**	**Aboriginals in Management**	**% of Aboriginals in Management**
Headquarters	207	20	9%
Fort Smith	85	28	33%
Inuvik	64	13	20%
Total	**356**	**61**	**17%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in Non-Traditional Occupations at December 31

2000			
Department/Board	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Trad. Occupations
Aboriginal Affairs	0	0	0%
Education, Culture and Employment	6	2	33%
Executive	1	0	0%
Finance	3	1	33%
Financial Management Board Secretariat	24	9	38%
Health and Social Services	13	1	8%
Justice	94	23	24%
Legislative Assembly	3	0	0%
Municipal and Community Affairs	6	1	17%
Public Works and Services	82	4	5%
Resources, Wildlife and Economic Development	165	18	11
Transportation	110	4	3%
Total for Departments	**510**	**63**	**12%**
Aurora College	2	0	0%
Beaufort/Delta Divisional Education Council	0	0	0%
Deh Cho Divisional Education Council	0	0	0%
Dogrib Divisional Education Council	0	0	0%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	0	0	0%
Total for Education Boards/Councils	**3**	**0**	**0%**
Deh Cho Health and Social Services Board	2	2	100%
Dogrib Community Services Board	0	0	0%
Fort Smith Health and Social Services Board	0	0	0%
Inuvik Regional Health and Social Services Board	2	0	0%
Stanton Regional Health Board	13	1	8%
Yellowknife Health and Social Services Board	0	0	0%
Total for Health and Social Services Boards	**18**	**3**	**17%**
Northwest Territories Housing Corporation	13	3	23%
Total of Public Service	**540**	**69**	**13%**

2000			
Region	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Trad. Occupations
Headquarters	268	39	15%
Fort Smith	192	25	13%
Inuvik	89	5	6%
Total	**549**	**69**	**13%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Employees Receiving Bilingual Bonus or Language Allowances at December 31

	2000		
Department/Board	**Total Employees**	**Employees Receiving an Allowance**	**% Receiving an Allowance**
Aboriginal Affairs	31	0	0%
Education, Culture and Employment	189	9	5%
Executive	67	1	1%
Finance	42	0	0%
Financial Management Board Secretariat	133	0	0%
Health and Social Services	148	1	1%
Justice	331	12	4%
Legislative Assembly	30	1	3%
Municipal and Community Affairs	106	4	4%
Public Works and Services	199	3	2%
Resources, Wildlife and Economic Development	358	9	3%
Transportation	239	0	0%
Total for Departments	1,873	40	2%
Aurora College	189	0	0%
Beaufort/Delta Divisional Education Council	170	12	7%
Deh Cho Divisional Education Council	102	18	18%
Dogrib Divisional Education Council	80	25	31%
Sahtu Divisional Education Council	84	16	19%
South Slave Divisional Education Council	210	7	3%
Total for Education Boards/Councils	815	78	10%
Deh Cho Health and Social Services Board	56	0	0%
Dogrib Community Services Board	46	0	0%
Fort Smith Health and Social Services Board	62	0	0%
Inuvik Regional Health and Social Services Board	223	0	0%
Stanton Regional Health Board	308	10	3%
Yellowknife Health and Social Services Board	76	0	0%
Total for Health and Social Services Boards	771	10	1%
Northwest Territories Housing Corporation	89	3	3%
Total of Public Service	3,548	131	4%

	2000		
Region	**Total Employees**	**Employees Receiving an Allowance**	**% Receiving an Allowance**
Headquarters	1,672	35	3%
Fort Smith	1,13	63	6%
Inuvik	739	33	5%
Total	3,548	131	4%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Employee Performance Reviews at December 31

2000			
Department/Board	Number Due	Number Completed	Completion Rate
Aboriginal Affairs	24	12	50%
Education, Culture and Employment	174	122	70%
Executive	35	17	49%
Finance	45	31	69%
Financial Management Board Secretariat	116	104	90%
Health and Social Services	108	25	23%
Justice	301	175	58%
Legislative Assembly	24	20	83%
Municipal and Community Affairs	86	64	74%
Public Works and Services	197	197	100%
Resources, Wildlife and Economic Development	358	39	11%
Transportation	229	63	28%
Total for Departments	**1,697**	**869**	**51%**
Aurora College	161	19	12%
Beaufort/Delta Divisional Education Council	140	29	21%
Deh Cho Divisional Education Council	90	6	7%
Dogrib Divisional Education Council	72	17	24%
Sahtu Divisional Education Council	80	8	10%
South Slave Divisional Education Council	52	3	6%
Total for Education Boards/Councils	**595**	**82**	**14%**
Deh Cho Health and Social Services Board	65	22	34%
Dogrib Community Services Board	46	0	0%
Fort Smith Health and Social Services Board	77	0	0%
Inuvik Regional Health and Social Services Board	158	39	23%
Stanton Regional Health Board	255	97	38%
Yellowknife Health and Social Services Board	45	10	22%
Total for Health and Social Services Boards	**636**	**168**	**26%**
Northwest Territories Housing Corporation	80	67	84%
Total Public Service	**3,028**	**1,186**	**39%**

Source: Department/board human resources

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employees Receiving Bilingual Bonus or Language Allowances at December 31

	2000		
Department/Board	**Total Employees**	**Employees Receiving an Allowance**	**% Receiving an Allowance**
Aboriginal Affairs	31	0	0%
Education, Culture and Employment	189	9	5%
Executive	67	1	1%
Finance	42	0	0%
Financial Management Board Secretariat	133	0	0%
Health and Social Services	148	1	1%
Justice	331	12	4%
Legislative Assembly	30	1	3%
Municipal and Community Affairs	106	4	4%
Public Works and Services	199	3	2%
Resources, Wildlife and Economic Development	358	9	3%
Transportation	239	0	0%
Total for Departments	1,873	40	2%
Aurora College	169	0	0%
Beaufort/Delta Divisional Education Council	170	12	7%
Deh Cho Divisional Education Council	102	18	18%
Dogrib Divisional Education Council	80	25	31%
Sahtu Divisional Education Council	84	16	19%
South Slave Divisional Education Council	210	7	3%
Total for Education Boards/Councils	815	78	10%
Deh Cho Health and Social Services Board	56	0	0%
Dogrib Community Services Board	46	0	0%
Fort Smith Health and Social Services Board	62	0	0%
Inuvik Regional Health and Social Services Board	223	0	0%
Stanton Regional Health Board	308	10	3%
Yellowknife Health and Social Services Board	76	0	0%
Total for Health and Social Services Boards	771	10	1%
Northwest Territories Housing Corporation	89	3	3%
Total of Public Service	3,548	131	4%

	2000		
Region	**Total Employees**	**Employees Receiving an Allowance**	**% Receiving an Allowance**
Headquarters	1,672	35	3%
Fort Smith	1,13	63	6%
Inuvik	739	33	5%
Total	3,548	131	4%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employee Performance Reviews at December 31

2000			
Department/Board	**Number Due**	**Number Completed**	**Completion Rate**
Aboriginal Affairs	24	12	50%
Education, Culture and Employment	174	122	70%
Executive	35	17	49%
Finance	45	31	69%
Financial Management Board Secretariat	116	104	90%
Health and Social Services	108	25	23%
Justice	301	175	58%
Legislative Assembly	24	20	83%
Municipal and Community Affairs	86	64	74%
Public Works and Services	197	197	100%
Resources, Wildlife and Economic Development	358	39	11%
Transportation	229	63	28%
Total for Departments	**1,697**	**869**	**51%**
Aurora College	161	19	12%
Beaufort/Delta Divisional Education Council	140	29	21%
Deh Cho Divisional Education Council	90	6	7%
Dogrib Divisional Education Council	72	17	24%
Sahtu Divisional Education Council	80	8	10%
South Slave Divisional Education Council	52	3	6%
Total for Education Boards/Councils	**595**	**82**	**14%**
Deh Cho Health and Social Services Board	65	22	34%
Dogrib Community Services Board	46	0	0%
Fort Smith Health and Social Services Board	77	0	0%
Inuvik Regional Health and Social Services Board	168	39	23%
Stanton Regional Health Board	255	97	38%
Yellowknife Health and Social Services Board	45	10	22%
Total for Health and Social Services Boards	**656**	**168**	**26%**
Northwest Territories Housing Corporation	80	67	84%
Total Public Service	**3,028**	**1,186**	**39%**

Source: Department/board human resources

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employee Turnover at December 31

	2000
Department/Board	**Percentage Turnover**
Aboriginal Affairs	16.7
Education, Culture and Employment	11.5
Executive	15.7
Finance	20.7
Financial Management Board Secretariat	12.6
Health and Social Services	12.8
Justice	13.4
Legislative Assembly	13.8
Municipal and Community Affairs	18.7
Public Works and Services	10.4
Resources, Wildlife and Economic Development	9.8
Transportation	10.4
Total for Departments	
Aurora College	15.4
Beaufort/Delta Divisional Education Council	24.8
Deh Cho Divisional Education Council	19.1
Dogrib Divisional Education Council	27.0
Sahtu Divisional Education Council	33.1
South Slave Divisional Education Council	18.3
Total for Education Boards/Councils	
Deh Cho Health and Social Services Board	13
Dogrib Community Services Board	55.6
Fort Smith Health and Social Services Board	6.7
Inuvik Regional Health and Social Services Board	20.6
Stanton Regional Health Board	19.2
Yellowknife Health and Social Services Board	6.4
Total for Health and Social Services Boards	
Northwest Territories Housing Corporation	11.3
Overall Average	**15.8**

	2000
Region	**Percentage Turnover**
Headquarters	14.0
Fort Smith	14.1
Inuvik	22.4
Overall Average	**15.8**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employee Turnover at December 31

	2000
Department/Board	**Percentage Turnover**
Aboriginal Affairs	16.7
Education, Culture and Employment	11.5
Executive	15.7
Finance	20.7
Financial Management Board Secretariat	12.6
Health and Social Services	12.8
Justice	13.4
Legislative Assembly	13.8
Municipal and Community Affairs	18.7
Public Works and Services	10.4
Resources, Wildlife and Economic Development	9.8
Transportation	10.4
Total for Departments	
Aurora College	15.4
Beaufort/Delta Divisional Education Council	24.8
Deh Cho Divisional Education Council	19.1
Dogrib Divisional Education Council	27.0
Sahtu Divisional Education Council	33.1
South Slave Divisional Education Council	18.3
Total for Education Boards/Councils	
Deh Cho Health and Social Services Board	13
Dogrib Community Services Board	55.6
Fort Smith Health and Social Services Board	6.7
Inuvik Regional Health and Social Services Board	20.6
Stanton Regional Health Board	19.2
Yellowknife Health and Social Services Board	6.4
Total for Health and Social Services Boards	
Northwest Territories Housing Corporation	11.3
Overall Average	**15.8**

	2000
Region	**Percentage Turnover**
Headquarters	14.0
Fort Smith	14.1
Inuvik	22.4
Overall Average	**15.8**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.